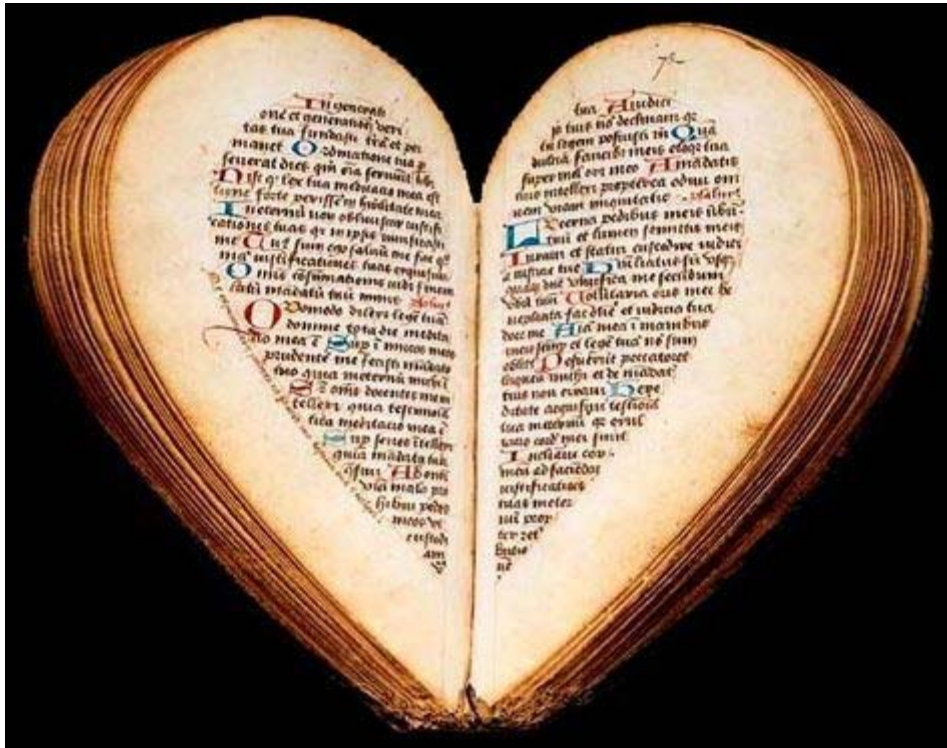


# BOARD MEETING

## JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

February 21, 2019



Jefferson County  
**PUBLIC LIBRARY**

## **APPROVAL OF AGENDA**

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

ITEM# / ACTION	Thursday, February 21, 2019 – LAKEWOOD LIBRARY MEETING ROOM
1.	Call to order & attendance (4.5.8)
2.	Pledge of Allegiance
3. Action	<b>Approve Agenda</b> Call for motion and second
4. Action	<b>Approval of Minutes</b> Call for motion and second <ul style="list-style-type: none"> <li>January 10, 2019 Study Session Minutes</li> <li>January 17, 2019 Board Meeting Minutes</li> </ul>
5.	Public Comment
6. Information	<ul style="list-style-type: none"> <li>Foundation Report – Jo Schantz</li> </ul>
7. Operational Updates Action as Needed	<ul style="list-style-type: none"> <li><b>Executive Director Update</b> – Donna Walker</li> <li><b>Finance Department</b> – Barbara Long               <ul style="list-style-type: none"> <li>Financial Reports</li> <li><u>Budget Amendment for Carryforward</u> Call for motion and second</li> </ul> </li> <li>Facilities and Construction Projects – Steve Chestnut               <ul style="list-style-type: none"> <li>Edgewater Schedule Extension Costs – Wember Inc. Call for motion and second</li> <li>Tolin Contract Authorization Call for motion and second</li> </ul> </li> </ul>
8. Action as Needed	<b>Consent Agenda (4.3.4)</b> <ul style="list-style-type: none"> <li>Nominating Committee Reports to Board</li> <li>Bylaws Committee Reports to Board</li> <li>Informational Only: Adopted Sunshine Resolution</li> </ul>
9. Emerging Issues Action as Needed	
10. Action as Needed	<b>Ends</b> <ul style="list-style-type: none"> <li>Q&amp;A – 2018 Strategic Plan Achievements</li> <li>2019 Scorecard</li> <li>2020 Board Strategic Planning – Trends - Donna Walker, Rebecca Winning</li> </ul>

# BOARD MEETING AGENDA

Jefferson County Public Library Board of Trustees

11. Action as Needed	<b>Governing Policies: Management Limitations (Monitoring Reports)</b> <b><u>Monitoring Executive Director's Performance</u></b> <b>Call for Motions</b> <ul style="list-style-type: none"><li>• 2.0 General Management Constraints</li><li>• 2.1 Treatment of Patrons</li><li>• 2.2 Treatment of Staff</li><li>• 2.3 Financial Condition and Activities</li><li>• 2.4 Asset Protection</li><li>• 2.7 Executive Director Succession</li></ul>
12. Suggest Agenda Items	<b>BOARD SCHEDULE – NEXT MEETINGS</b> <ul style="list-style-type: none"><li>• March 14 – <u>Extended Study Session</u> – 4:00-8:00 pm- Pam Nissler Administration Conference Room</li><li>• March 21 – Board Meeting – 5:30 pm - Lakewood Library Meeting Room</li><li>• April 11 – Study Session – 5:30 pm - Pam Nissler Administration Conference Room</li><li>• April 18 – Board Meeting – 5:30 pm - Arvada Library Meeting Room</li><li>• May 9 – Study Session – 5:30 pm - Pam Nissler Administration Conference Room</li><li>• May 16 – Board Meeting – 5:30 pm - Columbine Library Meeting Room</li></ul>
13. Discussion	<b>Board Questions or Comments Related to Items on the Meeting Agenda</b>
14. Discussion	<b>Evaluate Board Meeting (4.1.9)</b>
15. Information	<b>Announcements/General Information Sharing</b> <ul style="list-style-type: none"><li>• Report of the Chair – Correspondence, Other</li><li>• Other Announcements</li></ul>
16. Adjournment	

## **APPROVAL OF MINUTES**

**Jefferson County Public Library Board of Trustees**  
**Study Session**  
**January 10, 2019 – 5:30 p.m.**  
**Administration Conference Room**

**TOPICS:**

- Trustees review the “Sunshine Resolution”
- Financial Review
- Belmar Library Redesign
- 2019 Strategic Plan Highlights
- 2020 Board Strategic Planning – Review Ends

**Call to Order**

The Study Session was called to order at 5:30 p.m. by Charles Naumer, Chair.

**Other Trustees present:** John Bodnar, Deborah Deal, Brian DeLaet and Jeanne Lomba.

**Trustees not present:** Pam Anderson, Kim Johnson

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Library Programs and Services; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Information Technology; Barbara Long, Interim Director of Finance and Budget; Rebecca Winning, Director of Communications; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**Guests:** Julianne Scherer and Kent Freed, HDR, Inc.; Dave Eddy, Fransen Pittman; and Sara Lara, NV5

**Sunshine Resolution**

The Board was provided with the proposed Sunshine Resolution for review and will be asked to adopt the resolution at the January 17, 2019 Library Board meeting.

**Financial Review**

There were no questions from the Board.

**Belmar Library Redesign**

Donna Walker, Executive Director, addressed the Board and introduced the topic. The Library is excited about the redesign of the Belmar Library. The journey includes the passage of the mill levy and the community expectations that we refurbish our libraries. We are keeping our promises. The facility master plan validated the need to accelerate

the refurbishment of Belmar. The Executive Director attended all of the conceptual design meetings to fully understand the options and potential costs. The Library is bringing forward the best response for the community and the most cost effective building plan for now and in the future. Next week, the Library will ask the Board to approve Phase II of the contract with HDR.

Julianne Rist, Director of Library Programs and Services, addressed the Board and presented information on the Belmar Library redesign project.

### Community Input and Research

After the lessons learned evaluation at Columbine, and in preparation for the Belmar remodel, the Library looked at the demographic data, and market analysis data in the area of dominant influence around Belmar for not only who uses the library and how, but also who lives in the geographic area. The Library evaluated the usage data of Belmar, for visits, circulation, programming and collection items. This information was used to refresh the JCPL program of services for what the Library wanted to see in the remodel. Additionally 36 staff participated in meetings with the architects; 15 Belmar staff toured 12 Front Range libraries evaluating what worked, and did not work; what they liked and did not like; and identified trends. All of this information was shared with the architects and incorporated into the conceptual design.

### JCPL's vision for library services are:

- The library is customizable, It fits residents just right
- No matter what age everyone will be able to find areas that provide a welcoming environment suited to their individual needs
- They can use the library to be alone or engage with each other.
- The collections reflects their interest. And they can get their hands on it.
- They find just the right help at just the right time in just the right space
- The acoustics in the building ensure quiet where appropriate, while at the same time allowing adults children & teens to act naturally.

### Community Meetings

- Two community meeting were held with 86 attendees. The meetings revealed concerns and wishes for the building. While there are plenty of parking spaces, many expressed safety concerns about walking from their car to the building. In addition, congestion at the outside book return between bikes, cars, and people was another area of concern. People hoped these issues would be addressed in the remodel.
- In expressing their wishes for the future we heard that many appreciated the park behind the library, but wished that views could be taken advantage of and that the outside could be brought in. We also heard that there are not enough

study rooms and one size does not fit all. We also heard it is difficult to reserve the meeting room due to high demand.

- People also said they want to be able to know where to go once they are in the building, something that is not possible in the current floor plan.

### Online Survey

- We had 289 responses to the online surveys. Like Columbine, the online survey mirrored the comments from the community meetings. We heard that the lobby does not work, and is confusing; it is difficult to know where to go once you walk into the building. Finding the restroom and the meeting rooms can also be hard. The children's area does not have enough space for story times, and it is confusing that some story times are in the meeting room and other story times are in the children's areas. Having more flexible ways to use the meetings rooms and having a story time space in the children's area was an expressed wish and something we want to accomplish in the remodel.
- People who responded to the survey are very happy with requesting items, the items available in the collection, and the new self-service kiosks. And of course they like the staff
- All of this information then shaped the services we wanted to offer at Belmar

### Services

#### **Inclusive**

Patrons want to have a space that is inclusive for all, in not only age and economics, but also whether you are using the library to read, use the computer or come for a program. This also includes being sure that we more than just meet ADA, but are truly welcoming and convenient for those with different physical needs.

#### **Family & Kid Friendly**

Both the demographic and use data show that many families come to Belmar. We want to ensure that the children's space is large enough to have story times in the space, along with interactive learning space. Belmar will be the second location that will be designed with a Family Place like Edgewater.

One of the pain points was that the teen area is currently not identifiable; we want to create a teen space that is not only identifiable, but also inviting. A space for teens to be teens and match the programming and resources that we provide.

#### **Comfortable & Welcoming**

These are two words that we have heard at Columbine & Edgewater, and will probably hear for every library. They do not want to see a sterile institution but want to see colors and spaces that feel inviting. This translates into bringing the outdoors in with



views and natural light. Putting seating near the windows and computers and books away from the view.

### **Promote Lifelong Learning**

Promoting lifelong learning and teaching, discovery and creativity are all phrases we heard. The library is the place to go when you are curious about something, want to learn something residents want to be able to come to the library and have spaces where they can work quietly, work with others, or learn something new. This means having more study rooms with different sizes. We heard many who work from home want to come to the library and would like a small study room, we also have a couple of larger groups who meet at the library and the current study rooms are too small, and the meeting room is both too large and difficult to book since it is used all the time. We need to not only have more study rooms but also different sizes of study rooms. People wanted to be able to continue to come to the library for programs and classes, but also have a space to use for meetings, so we needed a more flexible meeting room to accommodate both needs.

### **Cutting Edge, High Tech, Innovative**

Good Wi-Fi, the latest books in both physical and digital formats, up to date computers, a place for 21st century skills. This means instead of a dedicated computer lab we need a space that could change from computer classes to learning 21st century digital skills such as working with 3D printers, robotics or recording your own video. They also wanted to be sure we did not forget other hands on skills, and to be sure that we are not duplicating art classes offered through the City of Lakewood.

Flexible and adaptive are what link all of these items together. We will be gaining space for people with efficiencies of layout and removing walls. People want choices in seating, how they use the library, and were very specific about a few things, such as do not put the computers by the windows, put seating there. One of the comments from the survey that stuck was that we seem to have one chair at Belmar that was chosen as a one size fits all, when in reality it does not fit anyone. We want to change the one size seating, study rooms, meeting room and space to a place that is customizable. No matter what age everyone will be able to find areas that provide a welcoming environment suite to their needs.

Julianne Scherer, with HDR, Inc., presented information on the concept design for the Belmar Library.

### **Concept Design - Programming and analysis**

- Site Challenges
  - Pedestrian/Car Conflict: Speed of vehicles coming off the roundabout into the parking lot. Gracious drive aisle promotes speed. Pedestrians crossing drive at several points.

- Book Drop Conflict: Cars moving too fast and vying for queue spaces at both the book drop area and the people drop-off/pick up lane. The bollards have not worked and some have been lost to collisions.
- Pavement Settlement
- Under-Used Plaza
- Non-ADA Exit
- Poor Connection to Adjacent Park
- Existing building zones
  - Active
  - Quiet
  - Welcome
  - Staff
  - Utility
- Existing Building Opportunities
  - Enhance Existing
  - Building Expansion Potential
  - Low Impact exterior expansion potential
  - Building or low impact exterior potential
  - Enhance views
  - Daylight access
  - Solar control
- Existing Building Challenges
  - Low Ceiling
  - Aging MEP Systems
  - Stack Height
  - Acoustics
- Existing Building Constraints
  - Braced Framing
  - Slab on grade
  - FPT/Exhaust fan above (noise concern)
  - VAV W/No fan above (minor noise concern)
  - Main/Medium duct pressure supply/return ducts

### Planning Concepts – Community Engagement – Guiding Principles

**Safety and Security:** Safety and security was a main priority for the meeting participants, survey participants, and staff. Certain areas in the current space are not working well and are a cause for alarm for the community. The parking lot is a tense

space and currently does not allow for cars and pedestrians to coexist, the tall shelf heights and organizations block sightlines for staff. Paint points like these create a negative domain effect on the other spaces and priorities at the library and the Belmar community.

**Inclusive:** The library should cater to all patrons regardless of age, income level, nationality, etc. The participants envisioned a library shaped by the community. Their request for more bilingual materials, the importance they place on accessibility, and the broad range of ages Belmar hosts all inform the library's design.

**Promote Lifelong Learning:** Through the interviews and comments, the priority of the project became very clear. The patrons reminded us of the role of the library within the community. This building should be a center of knowledge focusing on books and media. It should also provide space for innovative programming beyond the print. The library is a place for lifelong learning.

**Sustainability and Resilience:** Belmar's community has a deep appreciation for the beautiful park they have right in their backyard. In addition, with that they recognize the responsibility they have to keep it nice. The community expressed their interest in sustainability and green materials as part of the library's renovation, and the addition of signs to explain to visitors their contribution to the earth and their values.

**Enhanced Way-finding and Organization:** As an initiative to enhance the experience of the patrons, and ease some load off the staff, priority was placed on way finding and organization. Each iteration of the program was looked at from the stance of the users. A parent toting kids and a bag of books, a patron making a speedy checkout, or a manager overseeing the spaces from their desk.

**Welcoming Atmosphere:** One of the top responses to how a library should feel was welcoming. The participants described an entrance that said "Welcome to Belmar". Words like "nooks" and "corners" were used to describe comfortable reading spaces. Natural lighting and seating were discussed as ways to invite patrons to stay. The residents spoke about spaces that felt separate, though not divided.

**Connection to Adjacent Park and Outdoors:** One of the most unique traits of the Belmar library is the adjacent park and lake just outside. The community brought attention to a child's need to play outdoors and take a break from the quiet environment. The staff mentioned a designated outdoor space for programs and rest. All of these pieces contribute to an effort to make the outdoors an extension of the library and to bring the outside in.

**Convenience Factor:** One of the more attractive features of a library should be its convenience. Patrons should not feel burdened by a long visit or view a book return as a chore. Staff access, space adjacencies and dispersed access points all contribute to an experience tailored to the patrons needs.

Steve Chestnut, Director of Facilities and Construction Projects, presented information on the project budget.

This redesign would take a proactive approach at addressing several needs with one project. It would address the infrastructure maintenance and replacement like the chiller, parking lot, AHU and fire detection system. It would also help us address patron safety concerns with traffic/pedestrian interaction and would help us comply with the new ADA codes. It gives us the opportunity to reduce the impact of maintenance and construction projects with a one and done shutdown approach. The project aligns with the recommendations of the Facility Master plan and will give JCPL the opportunity to build a flexible 21<sup>st</sup> century library while protecting the community's library assets.

#### Capital Project Cost Estimates

Construction	\$4.66M
Design, Engineering, Equipment, Other	\$2.38M
Total Estimated Project Cost	\$7.04M
Approved Project Budget	\$6.77M
Difference	\$0.27M

What is driving the cost

- Rapid labor and material cost escalation
- Original architectural design and construction type
- Inclusion of Infrastructure repair/replacement
- Sorter replacement

Last 18 months showed a 23% increase for lumber, 14% for steel, 8% for asphalt, 6% for concrete, etc. Additional drivers are the cost of equipment, which is up as much as 49% in the last 3 years. Labor costs rose as much as 4% per month in the last year. The IHS MarkitPEG Engineering and Construction Cost Index (ECCI) is an independent group that gathers market data) PEG (Procurement Executives Group) produces independent analysis of costs by gathering data from executives of top engineering, procurement and construction companies.

Barbara Long, Interim Director of Finance and Budget, provided information on the operating impact of the Belmar redesign.

<b><u>Estimated Capital Project Cost</u></b>	<b><u>\$ 7,040,000</u></b>
<b><i>Start-up Operating Expenses</i></b>	
Books & Materials	\$ 250,000
Communications, Graphics & Events	\$ 21,000
Supplies - Office, Cleaning, Tech Supplies	\$ 5,000
Services - Security, Cleaning	\$ 2,000
Community Funded Special Programs*	\$ 30,000
<b><u>Total Start-Up Operating Expense</u></b>	<b><u>\$ 308,000</u></b>
<b><u>Total Anticipated Cost</u></b>	<b><u>\$ 7,348,000</u></b>

\*Funded by donations

In response to questions, the Board was advised that:

- Redesigning/repurposing the area currently used by the computer room into a flexible space would allow the Library to teach computers in the mornings, robotics in the afternoon, etc. Now it is static, one use space.
- The initial project costs are coming in at approximately \$270,000 more than originally budgeted.
- Not moving the entrance would continue the current issues.
- The “pure” cost of moving the entrance is \$50,000. However, all the other items affected would add up to more.
- The entry wall is slanted – a non-plumb wall, that would not accommodate sliding doors which is what needs to be installed.
- The project budget was approved two years ago. The Library did factor in inflation, but did not anticipate the accelerated level of increase in costs.
- The increase is approximately 4% of the approved budget.
- The “reading decks” are conceptual. The Library is looking at ways to address the ADA, Safety and Security compliance issues related to the emergency exit doors.
- During evaluation of the restrooms, it was determined that due to the type of construction, it would not be possible to just remove and replace the tile and change the partitions without destroying the wall studs. The cost incurred would be almost the same as moving the restrooms and with the other benefits associated with the move, a good value. The plumbing is also placed/constructed to accommodate moving the restrooms.
- The Belmar Library is 2,000 square feet larger than the Columbine Library.

- There are differences between the Columbine and Belmar projects. At Columbine, the remodel largely did not touch the mechanical and electrical systems. Taking into consideration the safety issues outside, the mechanical, electrical and other infrastructure items, the project is within a couple dollars per square foot in cost.
- The project cost includes the parking lot. The evaluation did not indicate an issue with potentially losing five parking spaces. Because of the detention pond, adding additional parking spaces is an expensive situation. There may be times when parking is tight; however, there is additional parking along Yarrow Street.
- The Library does not anticipate additional maintenance costs because of the finishes being considered outside to address the safety concerns with cars and pedestrians. The same finish is used by the City of Lakewood in the Belmar town center. The Library anticipates lowering maintenance costs due to more efficient infrastructure systems.
- The Library will provide detailed information on the infrastructure items and costs.
- The sorter for Belmar will be a new sorter. The current sorter is subject to the same issues as the other aging sorters in the system. The Edgewater and Columbine sorters are new, drop and go. Patrons do not want to stand at the sorters and feed items in one at a time. The Library will provide information on the new sorter for Belmar and the cost. The Columbine sorter was not included in the project cost for the Columbine remodel.
- The Belmar project team did exhaustive evaluation for a drive up book drop and determined that there was no room for a drive up.
- The Library will provide information on the square foot cost for Columbine for comparison with the Belmar project.
- The Library will provide more detailed information on the engineering, design and construction costs.
- The Library is confident that the design for Belmar includes plenty of bathroom space.
- The Library appreciates the suggestion that future project conceptual design meetings be held at the location so the Board can better visualize the issues and design.

The Library will ask the Board to authorize Phase II of the Belmar redesign project contract at the January 17, 2019 Board meeting.

### **2019 Strategic Plan Highlights**

The Executive Director addressed the Board and asked if there were any questions about the 2019 Strategic Plan. The board expressed appreciation for the format of the

strategic plan. The Board was advised that there is time scheduled on the January Board meeting agenda to answer any questions.

### **2020 Board Strategic Planning – Review Ends**

The Chair introduced the topic and presented information on the proposed ends statements. A copy of the current ends statements was provided for reference.

### **Proposed Global Ends Statements:**

The Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

1. All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.
2. All Jefferson County residents have safe, convenient, and radically welcoming places to go to access information and resources and participate in community life.
3. Jefferson County Public Library adds value to the community by providing leading-edge services that advance our common goals.
4. JCPL maximizes return on shared investment by delivering services of the greatest possible value to Jefferson County residents through effective and efficient use of our resources.

There were no changes to the first statement. The second statement was adjusted to emphasize, “Welcoming”. Radically welcoming is reflective of the Library’s outreach into the community. The third and fourth statements includes the idea around adding value. The Chair noted that the statements should reflect the Board’s focus on looking at what provides the most value to the community, being proactive and making decisions based on value. The next step is for the Board to adopt the ends statements.

### **ADJOURNMENT**

The study session was adjourned at 7:12 p.m.

Pam Anderson, Secretary

**Minutes of the Meeting of the**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**BOARD OF TRUSTEES**  
January 17, 2019

**CALL TO ORDER – REGULAR MEETING**

The regular meeting of the Jefferson County Public Library Board of Trustees was held in the Lakewood Library meeting room on January 17, 2019. Library Board of Trustees Chair, Charles Naumer, called the meeting to order at 5:30 p.m. Other Trustees present: Kim Johnson (Vice-Chair), Pam Anderson (Secretary), Deborah Deal, Brian DeLaet and Jeanne Lomba

Trustees not present: John Bodnar

Guests: Julianne Scherer and Kent Freed, HDR, Inc.; Dave Eddy, Fransen Pittman; and Sara Lara, NV5

**Staff present:** Donna Walker, Executive Director; Julianne Rist, Director of Library Programs and Services; Rebecca Winning, Director of Communications; Steve Chestnut, Director of Facilities and Construction Projects; Bernadette Berger, Director of Information Technology; Barbara Long, Interim Director of Finance and Budget; Sandie Coutts, Director of Employee Relations and Development; and Amber Fisher, Executive Assistant, Office of the Executive Director.

**APPROVAL OF AGENDA**

**MOTION:** Brian DeLaet moved that the Library Board of Trustees approve the agenda as presented. Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

**APPROVAL OF MINUTES**

**MOTION:** Deborah Deal moved approval of the minutes of the December 13, 2018 Board meeting as presented. Seconded by Jeanne Lomba the minutes were approved by majority vote of all Trustees present with Pam Anderson abstaining.

**PUBLIC COMMENT**

Tom and Alice Atkins, Golden residents, addressed the Board and announced that they are moving out of Jefferson County next month. Tom Atkins stated that it has been so rewarding personally to be a citizen activist on behalf of JCPL for three reasons. First, the passion of citizens and patrons for the Library is truly something to behold and swept him off his feet when they moved to Golden in 1993. Second, the experience of seeing and working with Library staff over 25 years – many of which he was sitting on the Board and working with staff - also of the dedication and professionalism of the staff and the dedication and commitment of Trustees over all these years – you guys are unpaid volunteers who govern JCPL and its success is your



success. Third, experiencing the results of what ordinary citizens working on behalf of the library can accomplish. There is no question that the Golden library would not exist as it does today were it not for citizen activists. Yes, it required action by the Board and BCC, but it was citizen action that made the difference. Mr. Atkins noted that he would like to thank the Board members for showing the citizen activists the respect that they do and treating citizen activists as their allies – not as unwanted outside interference –, which most public institutions do. Mr. Atkins encouraged the Trustees as a matter of Board policy to look at citizen activists as their roots into the community, which provides the necessary connections for the nourishment of the Library. Alice Atkins addressed the Board, acknowledged, and thanked the amazing Library staff, many of whom have become friends. Mrs. Atkins noted that they hope to see the staff in the future and noted that to see a group of largely women work as well together as this staff does and is all-inclusive is amazing to behold.

The Chair acknowledged the Atkins and stated how lucky the Library has been to have them as their “public”, and that everyone has benefited from the work they have done on behalf of the citizens and the Library.

The Chair addressed the Board, Library Staff and the Atkins and read the following proclamation into the public record:

**Whereas**, the Jefferson County Public Library Board of Trustees is committed to building an educated and vibrant community by providing equal access to information and opportunities; and

**Whereas**, we are committed to understanding the needs and aspirations of our communities as we develop Library programs and services; and

**Whereas**, Tom and Alice Atkins have served the Library faithfully, providing a much-needed conduit to our residents and communities and providing valuable insights to Library Trustees and management; and

**Whereas**, they have been instrumental in securing funding for the Golden Library, relocating the Golden Library to its current location; serving on and supporting the Library Board of Trustees, campaigning tirelessly to achieve the 2015 mill levy increase, and faithfully attending Board meetings and Study sessions; and

**Whereas**, they have served as role models to all of us with their commitment, dedication and thoughtful contributions to the Library; and

**Whereas**, they are embarking on a new adventure that takes them outside of Jefferson County and into a new neighborhood and a new Library system;

**NOW, THEREFORE,** I, Chic Naumer, on behalf of the Library Board of Trustees and the Senior Leadership Team of the Library, do hereby resolve that we send them off with our utmost respect, deepest gratitude and heartfelt wishes for a bright and satisfying future, and that we demonstrate our gratitude with this gift certificate to Farro's, a restaurant in their new neighborhood, and a letter of introduction to their new neighborhood Library.

**IN TESTIMONY WHEREOF,** I have hereunto set my hand this 17<sup>th</sup> day of January, in the year of 2019. Charles Naumer, Chairman, Jefferson County Public Library Board of Trustees

## **FOUNDATION REPORT**

Jo Schantz, Library Foundation Executive Director, addressed the Board and provided an update on the activities of the Foundation. The Foundation's December financial statements show the support to the Library at \$188,699 as compared to \$150,000 budgeted. Revenue over all was \$310,500 compared to \$285,700 budgeted. Expenses are under budget and the Foundation will have provided \$40,000 more for 2018 than budgeted. The Friends Annual Luncheon is next week, January 25.

## **SENIOR MANAGEMENT TEAM (SMT) OPERATIONAL UPDATES**

### **Executive Director Update**

Donna Walker, Executive Director, provided an update to the Board. In addition to the meetings in the report, the Executive Director advised the Board that at the invitation of HJ Stalf, Edgewater City Manager, she attended their strategic planning meeting on January 12, and appreciated the opportunity to experience how other groups manage that process.

The Executive Director advised the Trustees that the Board of County Commissioners have adopted an Administrative Policy establishing term limits for Boards and Commissions. Library Trustees will have terms of three years with a maximum of three terms. The term limits will begin with 2018 appointments.

Additionally, the Board of County Commissioners have determined that all Boards and Commissions, volunteers and appointees, are required to complete annual sexual harassment training. The Library is working to include that training for the Board at the February 14, Study Session.

## **Budget and Finance Department**

### **Financial Report**

Barbara Long, Interim Director of the Finance and Budget Department, addressed the Board and presented information related to the December financial report. The preliminary financial tables are a first review of the December financials as there are many items that have not posted. The Library is projecting a shortfall in property taxes and library fines, but overall revenue received to date has already exceeded budgeted amounts. Projected savings in some line items

are explained in the report. The Board was advised that the Library will continue to update them on the 2018 financials. We are projecting savings in some line items – there are explanations in the report. We will continue to update you and report on the numbers.

### Pine Library

The Trustees were presented with information on the annual contribution to the Pine Library.

**MOTION:** Brian DeLaet moved that the Library Board authorize a gift of \$1,000 to the North Fork Library Association to support the operation of the Pine Library in 2019.

Seconded by Deborah Deal the motion passed by unanimous vote of all Trustees present.

### Budget Adjustment

The Library's 2019 budget, approved by the Trustees on December 13, 2018, differed from the County adopted budget in two areas: The Library budget includes additional expense of \$92,167 in computer materials and software maintenance, which were missed in the County budget, and a decrease in expense of \$250,000 in library books and materials. The net difference is \$157,833 less than the County adopted budget. This requested budget transfer will move \$92,167 into the computer materials and software maintenance line items and move \$157,833 into contingency. The request for 2018 project carryover will be reduced by the amount of additional contingency funds (\$157,833) which can then be transferred to the appropriate project. County budget staff recommended this approach.

**MOTION:** Pam Anderson moved that the Library Board of Trustees authorize a budget transfer of \$157,833 to match the Library's adopted 2019 budget with the County budget.

Seconded by Kim Johnson the motion passed by unanimous vote of all Trustees present.

## **Facilities and Construction Projects**

### Belmar Library Redesign

Steve Chestnut, Director of Facilities and Construction Projects, addressed the Board and provided information in response to questions received from the Board during the January Study Session.

In response to questions, the Board was advised that:

- Bonding and permitting contingencies are held at the beginning and will work down. Over time, that number will equalize.
- In the information provided to the Board, Belmar is an estimate and Columbine is actual. 3.5% of the estimated construction cost is contingency. Therefore, it is a little like apples and oranges at this stage of project.
- Another item that is driving indirect costs is that the Library is anticipating higher fees from Lakewood and West Metro Fire than what was incurred for Columbine with Jefferson County and Littleton Fire.

- It is difficult in conceptual design to project a percentage because the finishes haven't been selected yet. The cost of moving the low ceiling up is certainly driven up by the need to modify some of the mechanical/structural systems in the ceiling to take advantage of the existing clerestory. Some of what is driving this number in finishes is the design to address the community's request for warm and welcoming. While trying to accommodate that we want finishes that are durable and will serve us well for a long time. The project team anticipates adjusting some finishes to the "lower level" and some to "mid-level" based on the use of space and trying to get the biggest "welcoming" factor where the value seems appropriate. The Library will not be designing to a "luxury" level of finishes.
- The differences between Columbine and Belmar is that there was almost no cost at Columbine for the ceiling work – mostly cleaning off the acoustic ceiling. At Belmar, there is substantial ceiling work and the plan is to add ceilings.
- Engineering and design costs did increase. At Columbine, they were 11.9% and for Belmar they are 12.7%. In applying those percentages, the cost difference is approximately \$37,000. The Belmar project requires more engineering than Columbine.
- The forecast for labor and construction materials continues to trend up.

#### Phase II of HDR Architecture Contract for the Belmar Library Redesign

Steve Chestnut provided background information on the HDR Architecture contract. In September of 2018, JCPL entered into a two-phase contract with HDR Architecture to provide the design and engineering of the Belmar redesign. Phase I of that contract which included conceptual design and engineering analyses was satisfactorily completed in December 2018. Phase II of the contract would move forward with developing Schematic Design, Design Development, Construction Documents and Construction Management services for the redesign and construction of Belmar.

**MOTION:** Deborah Deal moved that the Library Board of Trustees authorize the Executive Director to initiate Phase II of the contract with HDR Architecture for the Belmar redesign project in the amount of \$588,780. Seconded by Jeanne Lomba the motion passed by unanimous vote of all Trustees present.

Trustee Anderson addressed the Board and expressed appreciation to Library staff and HDR for providing insight into what the library would look like. Trustee Anderson noted that she continues to be impressed with the amount of work the Library does to include the community and that the Library's deliberate and conscientious approach serves the community well.

The Chair noted that when he and the Vice-Chair initially received information that the budget was going to be more than expected, the Executive Director was very concerned and the entire Senior Management Team was in the midst of going back to the drawing board to bring the budget down. Over several days, they worked on what could be cut and how to be more efficient. It is important for the entire Board to know how hard they are working and respecting

the wishes of this Board to be fiscally responsible. The Chair expressed his appreciation to Library staff.

## **CONSENT AGENDA**

### **Sunshine Resolution LB-01-17-19**

**MOTION:** Brian DeLaet moved that the Trustees adopt the Sunshine Resolution LB-01-17-19. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

### **Bylaws Committee Appointments**

The Chair announced the appointments of Deborah Deal and Pam Anderson to serve on the committee to review the By-Laws. Any proposed amendments to the Bylaws will be submitted to the Trustees at least 14 days prior to their proposed adoption.

### **Nominating Committee Appointments**

The Chair announced the appointments of Brian DeLaet and Jeanne Lomba to serve on the committee to nominate board officers. The committee will report to the Board at the February Board meeting with the proposed slate of officers. The Trustees will elect officers at the March Board meeting. Trustee DeLaet advised the Board that if they want to nominate someone, or themselves, to please submit that information to the committee (Trustees Lomba and DeLaet) by the end of the month.

### **Foundation Board Trustee Representative Appointment**

The Chair announced the appointment of Deborah Deal to serve as the Trustee representative on the Foundation Board.

## **ENDS**

### **Adoption of Global Ends Statements**

**MOTION:** Deborah Deal moved that the Library Board of Trustees adopt the Global Ends Statements as presented. Seconded by Pam Anderson the motion passed by unanimous vote of all Trustees present.

Trustee Deal addressed the Board and commended the Executive Director for the use of the word “radically”. Trustee Anderson noted that she thought about that word and could not think of a better word to convey our exuberance in welcoming. She further noted that it is not a bad thing to explain the meaning and will be interested to hear any feedback and comments received. Trustee DeLaet noted that everyone is asking questions about that word and believes it could generate some good conversations. The Executive Director noted that the Ends Statements belong to the Board. Trustee Anderson further noted that it is a powerful word and she likes the idea of exploring how that resonates. It does capture the work that the staff does and believes it is important to reflect the character and nature of the people who work for the

Library. The Chair expressed appreciation to the Board and the staff for their work on the Ends Statements.

#### 2020 Strategic Plan Q&A

The Executive Director introduced the topic and noted that the Library does not have any additional information beyond what was presented at the Study Session. She noted that this was included on the agenda to provide the Board with another opportunity to discuss the 2019 strategic plan. The Library is excited about the plan and ready to move forward. There were no questions or comments from the Board.

#### 2020 Board Strategic Planning

The Executive Director provided a brief overview of the calendar that was provided to the Board for 2020 and 2021-2025 strategic planning. The community input meetings are underway and the Library will bring that information to the Board. The Chair noted that the Library would bring information on trends to the Board in February and information from the ALA conference as well. The Board reviewed the draft planning calendar and did not have any adjustments.

The Board discussed the proposed extended March Study Session and came to agreement that the time for that meeting would be 4:00 pm to 8:00 pm on March 14.

#### **BOARD SCHEDULE – NEXT MEETINGS**

- February 14 – Study Session – 5:30 pm – Pam Nissler Conference Room
- February 21 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- March 14 – Extended Study Session – 4:00 pm to 8:00 pm – Pam Nissler Conference Room
- March 21 – Board Meeting – 5:30 pm – Lakewood Library Meeting Room
- April 11 – Study Session – 5:30 pm – Pam Nissler Conference Room
- April 18 – Board Meeting – 5:30 pm – Arvada Library Meeting Room

#### **ANNOUNCEMENTS/GENERAL INFORMATION SHARING**

Trustee DeLaet advised the Board that his wife attended one of the community input meetings. She reported that the meeting was very well done, but noted that she was surprised that the community does not know what the Library is doing. Many of the suggestions attendees presented were things the Library already does. There was some discussion about the volume of information that people are presented with on a daily basis, and that unless it is immediately relevant, most people do not retain the information.

Trustee Anderson asked if the Library ever brings legislative bills that are of interest to libraries to the Board and that she is aware of two bills. The Executive director advised the Board that Rebecca Winning, Director of Communications, is on the Colorado Association of Libraries Legislative Committee. The committee meets regularly to discuss the impact of legislation on

library services. The Executive Director advised the Board that the Library would follow up on the bills noted by Trustee Anderson.

### **ADJOURNMENT**

The Board meeting was adjourned at 6:35 p.m.

Pam Anderson, Secretary

## **FOUNDATION REPORT**



**JEFFERSON COUNTY LIBRARY FOUNDATION**  
**EXECUTIVE DIRECTOR REPORT**  
**FEBRUARY 2019 (January 18 – February 22)**  
**By Jo Schantz**

### 1. Recent Events

#### 2019 Friends Annual Meeting

I'm pleased to tell you that our luncheon event was a near sell-out! JCLF hosted more than 100 guests at the Wheat Ridge Rec Center on Friday, January 25. This is a new attendance record for this annual event!

Our keynote speaker was **Margaret Coel**, author of the Wind River Mystery Series set on Wyoming's Wind River Reservation.



### 2. Upcoming Events

- **2019 Board Retreat** – Friday, February 22, 2019 – 8:00 a.m. to 4:30 p.m. at Community First Foundation
- **March Madness Book Sale** – Friday/Saturday, March 22-23 at Columbine Library
- **2019 Spring Whale of a Used Book Sale** – Friday/Saturday/Sunday, May 31-June 2, Jeffco Fairgrounds

### 3. Fundraising Update

#### Grants pending:

- Walmart Community Grants (3 local stores) -- \$10,000 total for coding camps and 2019 Summer Reading
- Rollie R. Kelley Family Foundation -- \$4,500 for audio/visual equipment at Edgewater Library
- Golden Civic Foundation -- \$4,750 for Golden Library's Summer Reading program
- Melvin & Elaine Wolf Foundation – a menu of requests totaling \$16,902 (per their advice) for Summer Reading, Teen/Tween Coding Camps and **1,000 Books Before Kindergarten**
- Madigan Foundation -- \$5,000 for Summer Reading
- Kerr Foundation -- \$5,000 for Summer Reading
- FirstBank -- \$2,000 for Summer Reading

#### Grants denied:

- Junior League of Denver -- \$5,000 for Babies First Books (however, we can reapply this summer)
- Arvada Vitality Alliance -- \$3,750 for Hard Times Writing Workshop (at the Arvada Library)

### 4. News, Meetings and Networking

I'm pleased to announce that **Nina Gomez** has joined JCLF as our new Office Coordinator. Nina started on January 30, and is already settling into the organization! Nina previously worked part time at the Tattered Cover Book Store, and also assisted her husband in his home-based photography business. Welcome aboard, Nina!

Library Trustee **Chic Naumer** is leading the Working Group discussions that include me, JCPL Executive Director **Donna Walker**, Trustee Liaison **Deb Deal**, plus JCLF Board members **Sally Reed**, **Ron Benson** and **TJ Bowen**. We

met on February 11, and in April, we will be updating the Memorandum of Understanding (MOU) between the two organizations.



On February 1, I met with representatives from **the Mountain Metro Realtors Association** to accept the check (and provide a photo op!) from last year's fundraising event – **Goldilocks and The Little Bear**.

I'm continuing to participate in the **Good News Breakfast Steering Committee** and this group met on February 13 to prepare for the 2019 Breakfast celebration that will be held at the Jeffco Fairgrounds on April 30.



My **Leadership Golden** group was focused on arts and culture at our February 12 meeting. This session was held at the Rocky Mountain Quilt Museum, and featured presentations by Miners Alley Playhouse, the Foothills Art Center and the Golden Public Arts Commission.



## Library Giving Day

Our JCLF **Fundraising Committee** met on Thursday, February 14, to discuss potential fundraising events and activities for 2019 and 2020. We are considering the opportunity to join in a nation-wide fundraising campaign called **Library Gives Day**, which will occur on April 10. The JCLF **Finance Committee** met that same day to review the January financials and prepare to present these at a brief Board meeting that will be held prior to the Board Retreat on February 22.



I am also part of the Steering Committee for the **4<sup>th</sup> Annual Jeffco International Women's Day Luncheon** that will be held at Baldoria on the Water (in Lakewood) on Friday, March 8. We will be honoring two women who will be presented with the "Shattered Glass" award and the "Unsung Heroine" award at the event.

The event starts with seminars and workshops from 8:45 am – 11 am, followed by networking, vendor marketplace, and live music at 11 am – 11:30 and the luncheon, keynote speaker and awards from 11:30 am – 1:15 pm.

I was glad to attend the **Arvada Chamber of Commerce membership luncheon** on Wednesday February 13, at Lamar Street Center in Arvada.



Currently, I am interviewing candidates for the **Event Coordinator role with the Foundation**. This person will be in charge of producing the **spring Whale of a Used Book Sale**. We have received several applications for the position, and I expect to have the new person hired by the end of February. This is a part-time, temporary contract position that will begin on March 18.

As a member of the **Jefferson County Community Services Advisory Board**, I participated in a site visit at one of our partner agencies, the Mountain Resource Center in Evergreen, on February 19.

## **Operational Updates**

### **Executive Director Update**



# February 2019 EXECUTIVE DIRECTOR REPORT

## Strategy and Planning:

- Competed all community input meetings for long-range planning
- Reorganized Executive Team
- Developed critical path milestones for Long-range Strategic Plan project
- Finalized 2019 Strategic Plan and Scorecard

## Safety and Security

- Increased security coverage at the Arvada Library
- Recruitment for Safety and Security coordinator in progress

## Legislative Updates

- HB19-1048 – on Local Election of Library District Trustees – postponed indefinitely
- SB19-48 -- Concerning Protecting Public School Students from Electronically Accessing Harmful Material
- Potential Bill to help backfill funding for Libraries affected by Gallagher
- Investigating opening up Sunshine Laws to allow for electronic communications
- State Library is requesting \$2m in state funding this year. Current state grant is \$1m
- Colorado Lobby Day for Libraries is on for March 13. We are scheduling boxes lunches with the legislators.
- National Library Lobby Day in Washington D.C. is on May 5-7. Details to come.

## JCPL Capital Projects and Service Highlights

**Point in Time:** JCPL took an active role with Jefferson County's Point in Time committee, coordinating events and incentives for survey participants across the county. The library hosted magnet events at Arvada and Belmar. Participants met with trained volunteers and library staff.

The Point in Time survey is a count of community members experiencing literal homelessness (as defined by HUD) during one 24 hour period. Results help support funding distribution across the 7 county region where need is found. Jefferson County has increased its efforts to support the count in hopes that the survey will more closely match the need providers see day-to-day than it has in previous years.

*Impact:* Social work coordinator was able to connect several participants with referrals for benefits assistance, domestic violence support, and other needs. Combined, both Library magnet events saw a total of 73 participants.



## SUMMARY OF EXECUTIVE DIRECTOR COMMUNITY ACTIVITIES, February 2019

ACTIVITY	PURPOSE	IMPACT
West Metro Chairman's Gala	Promote the Library with local business owners.	Celebrated business owners' successes. Connected the Library to local business.
Jeffco Leadership Team	Participate in countywide strategic planning	Increased collaboration. Information sharing. Relationship building.
Jeffco Bright Futures Roadmap Steering Committee	Establish a shared vision to guide recommendations for the steering committee.	Gained understanding of purpose and process. Library involved at the steering committee level.
Child and Youth Leadership Commission	Give direction to county combined collaborative management initiative.	Participated in focus group on CYLC effectiveness. Learned about the Jeffco Health Alliance.
Community Input Meeting – Elected and other County officials	Relationship building; input gathering for strategic planning	Learned community aspirations and expectations for library support.
JCPL + JCLF Working Group	Create understanding of each Board's expectations about financial reporting and fiduciary responsibility.	Reached shared understanding on what makes up the formula for Return on Investment.
Health and Human Services meeting with acting director <i>Scheduled for 2/13</i>	Relationship building. Orientation.	
Foundation Board annual retreat <i>Scheduled for 2/22</i>	Participate in planning as a Foundation Board member	
West Metro Chamber Board of Directors <i>Scheduled for 2/27</i>	Participate as a board member with the business community on economic success initiatives	

**Operational Updates**

**Finance Department**



Jefferson County  
PUBLIC LIBRARY

## memorandum

to: Donna Walker, Executive Director  
from: Barbara Long, Interim Director of Finance & Budget  
re: Finance Monthly Report - Budget to Actual Tables  
Project Carryforward Approval  
date: February 14, 2019

### A. **Budget to Actual Tables**

The Budget to Actual Tables for January 2019 will be forwarded before the meeting and will include the analysis discussion.

### B. **Project Carryforward Request**

2019 Carryforward – A budget amendment is requested to carry forward funds in specific capital projects that will be spent in 2019. At the October 2018 Board meeting staff included information in the monthly financial report concerning likely project carry forward amounts. The Edgewater Library Project is an addition to the original projects identified, and the balance of funds in ARM-01 is requested to finish 2018 projects. A total amendment of \$1,318,164 is requested for the following projects:

ARM-01 Capital Maintenance	29,559
17-13 Standley Lake Outdoor Learning Envir.	24,465
18-05 Evergreen Parking Lot	125,000
18-01 Belmar Library Remodel	253,807
17-07 Edgewater Library	549,333
16-10 Intranet/Document Management	100,000
16-14 High Availability Internet Redundancy	36,000
18-08 Bookmobile Replacement Sinking Fund	200,000
<b>Total</b>	<b><u>1,318,164</u></b>

Funds will be transferred from fund balance.

**Action Item:** I recommend that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$1,318,164.

## memorandum



to: Donna Walker, Executive Director  
from: Barbara Long, Assistant Director of Finance & Budget  
re: Finance Monthly Report - Budget to Actual Tables  
Project Carryforward Approval  
date: February 21, 2019

### **A. Budget to Actual Tables**

The Budget to Actual Tables for January 2019 are attached. The month of January does not typically show much activity with the exception of the recognition of prepaid expenses for subscriptions to digital resources and software maintenance agreements. Salaries and benefits are posted through the month of January; however, the amount is smaller than you would expect because some expenses are accrued back to 2018 as the hours worked were actually in 2018. Updated actual expenses for 2018 are included in the January tables and updated tables for December of 2018 are also attached.

Updated December 2018 tables are still preliminary but include a more complete picture of library expenses. The 2018 ending fund balance is projected to be just over \$19.6M, which is approximately \$470K above the maximum fund balance target. The project carryover request from 2018 to 2019 is \$1.16M. If this amount is excluded, the fund balance is approximately \$700K below the ceiling. Planned capital expenditures in 2019 are expected to bring this closer to mid-range.

The largest variance between 2018 budgeted and actual expenses is in capital projects. Projected year-end savings are just over \$3M, offset by the \$1.16M carryover amount. The decision to discontinue the book sorter sinking fund and savings from the Columbine remodel project are the two biggest contributors to capital project savings.

Projected operating savings of \$2M are primarily from savings in "Other Services and Charges" due to a higher contingency fund and lower use of contingency than in past years as well as savings in snow removal and software costs. Salary savings and savings in "Supplies" due to heat and power and telephones also contribute to 2018 operating cost savings.

### **B. Project Carryforward Request**

2019 Carryforward – A budget amendment is requested to carry forward funds in specific capital projects that will be spent in 2019. At the October 2018 Board meeting staff included information in the monthly financial report concerning likely project carry forward



## memorandum



amounts. The Edgewater Library Project is an addition to the original projects identified, and the balance of funds in ARM-01 is requested to finish 2018 projects. \$1,318,164 is requested for the following projects:

ARM-01 Capital Maintenance	29,559
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17-07 Edgewater Library	549,333
16-10 Intranet/Document Management	100,000
16-14 High Availability Internet Redundancy	36,000
18-08 Bookmobile Replacement Sinking Fund	200,000
<b>Total</b>	<b>1,318,164</b>
<hr/>	
Less 2019 budget adjustment	(157,833)
<hr/>	
<b>Net Carryover Request</b>	<b>1,160,331</b>

Funds will be transferred from fund balance. The transfer is reduced by \$157,833, the amount of the 2019 budget adjustment which matches the 2019 budget approved by the Library Board to the final County budget. In January, the Board approved transferring \$157,833 to contingency as a temporary measure until these funds could be used for project carryover. The total transfer from fund balance is \$1,160,331. These numbers will be reflected in the amended 2019 budget, which we'll bring to you next month.

**Action Item:** I recommend that the Library Board of Trustees authorize the Executive Director to submit a carry-forward budget amendment in the amount of \$1,160,331 and a transfer from contingency in the amount of \$157,833 to fund 2018 capital projects which are continuing into 2019.

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**TOTAL FUND SUMMARY**  
**2019 ACTUAL TO BUDGET**

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Budget	YTD Actual 1/31/2019	\$ Variance 2019 Budget	Budget to Actual %
<i>Sources of Funds</i>	<b>4.000</b>		<b>4.500</b>			
<b>Revenues</b>						
<b>Taxes</b>						
Property Tax - Operating	\$ 35,613,839	\$ 35,191,405	\$ 40,428,530		\$ (40,428,530)	-100%
Property Tax - Capital	1,673,653	1,655,348	1,949,693	-	(1,949,693)	-100%
<b>Total Taxes</b>	<b>\$ 37,287,492</b>	<b>\$ 36,846,753</b>	<b>\$ 42,378,223</b>	<b>\$ -</b>	<b>\$ (42,378,223)</b>	<b>-100%</b>
<b>Federal &amp; State Grants</b>	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ (1,916)	-1%
<b>Fines &amp; Fees</b>	530,850	492,953	492,731	36,766	(455,965)	-93%
<b>Other Revenue</b>	329,400	938,530	495,000	28,343	(466,657)	-94%
<b>Total Other Revenues</b>	<b>\$ 993,250</b>	<b>\$ 1,561,525</b>	<b>\$ 1,117,731</b>	<b>\$ 193,193</b>	<b>\$ (924,538)</b>	<b>-83%</b>
<b>Sub Total Revenues</b>	<b>\$ 38,280,742</b>	<b>\$ 38,408,278</b>	<b>\$ 43,495,954</b>	<b>\$ 193,193</b>	<b>\$ (43,302,761)</b>	<b>-100%</b>
<b>Fund Balance Activity</b>						
Transfer from FB - Operating	\$ -	\$ -	\$ -	\$ -	\$ -	NA
Transfer from FB - Capital Projects	3,946,044		1,929,890	-		NA
Transfer to Fund Balance	-	1,445,245	-	(2,909,457)		NA
<b>Total Sources of Funds</b>	<b>\$ 42,226,786</b>	<b>\$ 36,963,033</b>	<b>\$ 45,425,844</b>	<b>\$ 3,102,650</b>	<b>\$ (42,323,194)</b>	<b>-93%</b>
<i>Uses of Funds</i>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 13,566,138	\$ 13,365,746	\$ 14,766,591	\$ 757,645	\$ (14,008,946)	-95%
Benefits	4,213,500	3,988,172	4,818,086	238,471	(4,579,615)	-95%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 17,779,638</b>	<b>\$ 17,353,918</b>	<b>\$ 19,584,677</b>	<b>\$ 996,116</b>	<b>\$ (18,588,561)</b>	<b>-95%</b>
Library Books & Materials	\$ 8,273,586	\$ 8,170,418	\$ 8,139,065	\$ 1,343,408	\$ (6,795,657)	-83%
Supplies	1,470,059	1,282,854	1,587,418	47,676	(1,539,742)	-97%
Vehicles	140,000	104,805	-	-	-	NA
Other Services & Charges	4,840,532	3,407,285	4,589,726	674,558	(3,915,168)	-85%
Internal Transactions /Cost Allocation	1,748,514	1,776,357	1,886,026	9,647	(1,876,379)	-99%
<b>Total Operating Expenditures</b>	<b>\$ 34,252,329</b>	<b>\$ 32,095,638</b>	<b>\$ 35,786,912</b>	<b>\$ 3,071,405</b>	<b>\$ (32,715,507)</b>	<b>-91%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 1,486,667</b>	<b>\$ 1,486,667</b>	<b>\$ 1,448,432</b>	<b>\$ -</b>	<b>\$ (1,448,432)</b>	<b>-100%</b>
<b>Capital Projects</b>	<b>\$ 6,487,790</b>	<b>\$ 3,380,728</b>	<b>\$ 8,190,500</b>	<b>\$ 31,245</b>	<b>\$ (8,159,255)</b>	<b>-100%</b>
<b>Total Uses of Funds</b>	<b>\$ 42,226,786</b>	<b>\$ 36,963,033</b>	<b>\$ 45,425,844</b>	<b>\$ 3,102,650</b>	<b>\$ (42,323,194)</b>	<b>-93%</b>

**TABLE 2A**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**FUND BALANCE SUMMARY**  
**2019 ACTUAL TO BUDGET**

	2018 Amended Budget	2018 Actual	2019 Budget	YTD Actual 1/31/2019	Year End Projected Fund Balance
<b>Beginning Fund Balance</b>	\$ 13,779,031	\$ 18,164,234	\$ 18,164,234	\$ 19,609,479	\$ 19,609,479
Revenues	\$ 36,607,089	\$ 36,752,930	\$ 41,546,261	\$ 193,193	\$ 41,546,261
Capital Funding	1,673,653	1,655,348	1,949,693	-	-
<b>Total Revenues</b>	<b>\$ 38,280,742</b>	<b>\$ 38,408,278</b>	<b>\$ 43,495,954</b>	<b>\$ 193,193</b>	<b>\$ 41,546,261</b>
<b>Expenditures</b>					
Operating Expenditures	\$ 34,252,329	\$ 32,095,638	\$ 35,786,912	\$ 3,071,405	\$ 35,786,912
Debt Service	1,486,667	1,486,667	1,448,432	-	1,448,432
Capital Projects	6,487,790	3,380,728	8,190,500	31,245	8,195,186
<b>Total Expenditures</b>	<b>\$ 42,226,786</b>	<b>\$ 36,963,033</b>	<b>\$ 45,425,844</b>	<b>\$ 3,102,650</b>	<b>\$ 45,430,530</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (3,946,044)</b>	<b>\$ 1,445,245</b>	<b>\$ (1,929,890)</b>	<b>\$ (2,909,457)</b>	<b>\$ (3,884,269)</b>
<b>Ending Fund Balance</b>	<b>\$ 9,832,987</b>	<b>\$ 19,609,479</b>	<b>\$ 16,234,344</b>	<b>\$ 16,700,022</b>	<b>\$ 15,725,210</b>

Fund Balance Policy Calculation					
	2018 Budget		2019 Budget		
16% - Current Year Budgeted Revenues	\$ 6,124,919		\$ 6,959,353		
9% - Current Year Budgeted Revenues - Uncertainty	3,445,267		3,914,636		
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 9,570,186</b>		<b>\$ 10,873,989</b>		
50% of Current Year Budgeted Revenues	\$ 19,140,371		\$ 21,747,977		
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 19,140,371</b>		<b>\$ 21,747,977</b>		
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$ 262,802</b>		<b>\$ 5,360,356</b>		
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$ (9,307,384)</b>		<b>\$ (5,513,633)</b>		

**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2019 ACTUAL TO BUDGET**

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Budget	YTD Actual 1/31/2019	Projected Year-End 2019	Variance 2019 Budget
<b>Sources of Funds</b>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 35,518,639	\$ 35,130,173	\$ 41,376,815	\$ -	\$ 41,376,815	\$ -
Delinquent Taxes	96,167	40,938	105,503	-	105,503	-
Prior Year Cancellations	(27,635)	-	(80,608)	-	(80,608)	-
Urban Renewal	-	-	(996,510)	-	(996,510)	-
Penalties & Interest	26,668	20,294	23,330	-	23,330	-
<b>Total Taxes</b>	<b>\$ 35,613,839</b>	<b>\$ 35,191,405</b>	<b>\$ 40,428,530</b>	<b>\$ -</b>	<b>\$ 40,428,530</b>	<b>\$ -</b>
Federal & State Grants	\$ 133,000	\$ 130,042	\$ 130,000	\$ 128,084	\$ 130,000	\$ -
Library Fines	395,800	365,137	365,000	28,546	365,000	-
Charges for Services	135,050	127,816	127,731	8,220	127,731	-
Investment Income	241,400	617,686	322,000	629	322,000	-
Library Foundation	30,000	188,415	85,000	27,714	85,000	-
E Rate Revenue	58,000	107,068	88,000	-	88,000	-
Other Revenue	-	25,361	-	-	-	-
<b>Total Revenues</b>	<b>\$ 36,607,089</b>	<b>\$ 36,752,930</b>	<b>\$ 41,546,261</b>	<b>\$ 193,193</b>	<b>\$ 41,546,261</b>	<b>\$ -</b>
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 12,268,624	\$ 11,373,583	\$ 13,872,155	\$ 653,088	\$ 13,872,155	\$ -
Awards & Bonuses	120,000	-	125,000	-	125,000	-
Termination Pay	-	158,188	-	8,746	-	-
Temporary Salaries	2,063,934	1,832,115	2,080,360	95,581	2,080,360	-
Overtime	14,130	1,860	7,130	230	7,130	-
Vacancy Savings	(900,550)	-	(1,318,054)	-	(1,318,054)	-
Benefits	4,213,500	3,988,172	4,818,086	238,471	4,818,086	-
<b>Total Salaries &amp; Benefits</b>	<b>\$ 17,779,638</b>	<b>\$ 17,353,918</b>	<b>\$ 19,584,677</b>	<b>\$ 996,116</b>	<b>\$ 19,584,677</b>	<b>\$ -</b>
Library Books & Materials	\$ 6,907,000	\$ 6,859,918	\$ 6,768,000	\$ 503,801	\$ 6,768,000	\$ -
Library Computer Materials	1,234,706	1,176,240	1,173,185	720,770	1,173,185	-
Library Periodicals	131,880	134,260	197,880	118,838	197,880	-
<b>Sub-Total Library Collections</b>	<b>8,273,586</b>	<b>8,170,418</b>	<b>8,139,065</b>	<b>1,343,408</b>	<b>8,139,065</b>	<b>-</b>
Supplies	\$ 1,470,059	\$ 1,282,854	\$ 1,587,418	\$ 47,676	\$ 1,587,418	\$ -
Other Services & Charges	4,840,532	3,407,285	4,589,726	674,558	4,589,726	-
Vehicles	140,000	104,805	-	-	-	-
Direct Internal Charges	140,762	173,788	196,182	9,647	196,182	-
Indirect Cost Allocation	929,085	929,085	1,067,744	-	1,067,744	-
Intra County Transactions	678,667	673,484	622,100	-	622,100	-
<b>Total Supplies and Other</b>	<b>\$ 16,472,691</b>	<b>\$ 14,741,719</b>	<b>\$ 16,202,235</b>	<b>\$ 2,075,289</b>	<b>\$ 16,202,235</b>	<b>\$ -</b>
<b>Total Uses of Funds</b>	<b>\$ 34,252,329</b>	<b>\$ 32,095,638</b>	<b>\$ 35,786,912</b>	<b>\$ 3,071,405</b>	<b>\$ 35,786,912</b>	<b>\$ -</b>

**TABLE 4**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**DEBT SERVICE DETAIL**  
**2019 ACTUAL TO BUDGET**

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Budget	YTD Actual 1/31/2019	Projected Year End 2019	Variance 2019 Budget
<b>Debt Service</b>						
Principal - Arvada (2005-2024)	\$ 528,501	\$ 528,501	\$ 539,667		\$ 539,667	\$ -
Interest - Arvada (2005-2024)	94,823	94,823	82,192		82,192	-
Principal - Refunding Series 2013	608,264	608,264	608,264		608,264	-
Interest - Refunding Series 2013	91,544	91,544	61,695		61,695	-
Principal - COP - Capital Projects	142,143	142,143	142,143		142,143	-
Interest - COP - Capital Projects	21,392	21,392	14,472		14,472	-
<b>Total Debt Service</b>	<b>\$ 1,486,667</b>	<b>\$ 1,486,667</b>	<b>\$ 1,448,432</b>	<b>\$ -</b>	<b>\$ 1,448,432</b>	<b>\$ -</b>

**Arvada**

Total Issue \$8,886,000  
Term 2005-2024  
Use - Arvada Library Facility

**Build America Bonds**

Total Issue \$6,293,000  
Original Term 2011-2020  
Refunding Term 2013-2024  
Use - Lakewood HVAC  
Energy Conservation  
Book Sorters  
Library Service Center Remodel

**Certificates of Participation (COP)**

Total Issue \$995,000  
Term 2014-2020  
Use - Belmar Roof Replacement  
Columbine HVAC  
Columbine Parking Lot  
Standley Lake Parking Lot

**TABLE 5**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2019 ACTUAL TO BUDGET**

Sources and Uses of Funds	2018 Amended Budget	2018 Actual	2019 Budget	YTD Actual 1/31/2019	Projected Year End 2019	Variance 2019 Budget
<b>Sources of Funds</b>						
Property Tax - Capital - 4.5%	\$ 1,673,653	\$ 1,655,348	\$ 1,949,693		\$ 1,949,693	\$ -
Transfer from FB - Edgewater Library Project	2,600,000	2,600,000	-		-	-
Transfer from FB - Capital Expenses	1,346,044	1,346,044	1,929,890		1,929,890	-
<b>Total Sources of Funds</b>	<b>\$ 5,619,697</b>	<b>\$ 5,601,392</b>	<b>\$ 3,879,583</b>	<b>\$ -</b>	<b>\$ 3,879,583</b>	<b>\$ -</b>
<b>Uses of Funds</b>						
<b>Annual Replacement &amp; Maintenance Program (ARM)</b>						
ARM-01 Capital Maintenance	\$ 370,000	\$ 340,441	\$ 200,000	\$ 2,623	\$ 200,000	\$ -
ARM-02 Furniture & Equipment	36,000	17,724	36,000	5,616	36,000	-
ARM-03 Computer Replacement Plan	250,000	163,168	250,000	18,320	250,000	-
ARM-04 Book Sorter Replacement	350,000	88,954	250,000	-	250,000	-
ARM-05 IT Infrastructure Replacement	351,650	210,774	200,000	-	200,000	-
<b>2016 Projects</b>						
16-10 Intranet/Document Management	171,282	57,920	-	-	-	-
16-13 III Database Server	-	5,560	-	-	-	-
16-14 High Availability Internet Redundancy	36,000	-	36,000	-	36,000	-
<b>2017 Projects</b>						
17-01 Evergreen HVAC Rebuild	57,536	57,536	-	-	-	-
17-02 Entry Door Replacement	18,600	29,605	-	-	-	-
17-11 Long-Range Facilities Master Plan	30,960	30,960	-	-	-	-
17-13 Standley Lake Outdoor Learning Env.	45,200	20,735	-	-	-	-
<b>2018 Projects</b>						
18-02 Lakewood Fence Replacement	55,000	-	-	-	-	-
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	-	-
18-05 Evergreen Parking Lot	125,000	-	-	-	-	-
18-06 Sorter Replacement 0 2 sites	500,000	-	-	-	-	-
18-07 LSC Garage & Loading Dock Planning	10,000	-	150,000	-	150,000	-
18-08 Bookmobile Replacement Sinking Fund	200,000	-	200,000	-	200,000	-
<b>2019 Projects</b>						
19-01 Standley Lake Clerestory Roof	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -
19-02 Document Management System	-	-	60,000	-	60,000	-
<b>Multi-Year Construction Projects</b>						
16-16 Columbine Library Remodel	\$ 798,342	\$ 126,270	\$ -	\$ -	\$ -	\$ -
17-07 Edgewater Library	2,684,220	2,134,887	-	4,686	4,686	(4,686)
18-01 Belmar Library Remodel	350,000	96,194	6,423,500	-	6,423,500	-
19-03 South County Library	-	-	350,000	-	350,000	-
<b>Total Capital Projects</b>	<b>\$ 6,487,790</b>	<b>\$ 3,380,728</b>	<b>\$ 8,190,500</b>	<b>\$ 31,245</b>	<b>\$ 8,195,186</b>	<b>\$ (4,686)</b>

<b>Bookmobile Sinking Fund Reserve</b>						
Beginning Balance	\$ -	\$ -	\$ 200,000	\$ -	\$ -	
Source	-	200,000	200,000	-	-	
Use	-	-	-	-	-	
<b>Balance</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	

**TABLE 6**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2019 BUDGET TO ACTUAL**

Project	2019 Budget	YTD Actual 1/31/09	YTD Encumbrances 1/31/09	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 200,000	\$ 2,623	\$ 74,917	\$ 77,540	\$ 122,460
ARM-02 Furniture & Equipment	36,000	5,616	405	6,021	29,979
ARM-03 Computer Replacement Plan	250,000	18,320	29,550	47,870	202,130
ARM-04 Book Sorter Replacement	250,000	-	-	-	250,000
ARM-05 IT Infrastructure Replacement	200,000	-	73,261	73,261	126,739
16-14 High Availability Internet Redundancy	36,000	-	-	-	36,000
17-13 Standley Lake Outdoor Learning Envir.	-	-	-	-	-
18-05 Evergreen Parking Lot	-	-	-	-	-
18-07 LSC Garage & Loading Dock	150,000	-	-	-	150,000
18-08 Bookmobile Replacement Sinking Fund	200,000	-	-	-	200,000
19-01 Standley Lake Clerestory Roof	35,000	-	-	-	35,000
19-02 Document Management System	60,000	-	-	-	-
<b>Multi-Year Projects Construction Projects</b>					
17-07 Edgewater Library	-	4,686	274,985	279,671	(279,671)
18-01 Belmar Library Remodel	6,423,500	-	623,587	623,587	5,799,914
19-03 South County Library	350,000	-	-	-	350,000
<b>Total Capital Projects</b>	<b>\$ 8,190,500</b>	<b>\$ 31,245</b>	<b>\$ 1,076,705</b>	<b>\$ 1,107,950</b>	<b>\$ 7,022,550</b>

**TABLE 1**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**TOTAL FUND SUMMARY**  
**2018 ACTUAL TO BUDGET**

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 12/31/2018	\$ Variance 2018 Budget	Budget to Actual %
<i>Sources of Funds</i>	<b>4.500</b>		<b>4.000</b>			
<b>Revenues</b>						
<b>Taxes</b>						
Property Tax - Operating	\$ 34,728,137	\$ 34,631,343	\$ 35,613,839	\$ 35,191,405	\$ (422,434)	-1%
Property Tax - Capital	1,664,831	1,668,527	1,673,653	1,655,348	(18,305)	-1%
<b>Total Taxes</b>	<b>\$ 36,392,968</b>	<b>\$ 36,299,870</b>	<b>\$ 37,287,492</b>	<b>\$ 36,846,753</b>	<b>\$ (440,739)</b>	<b>-1%</b>
<b>Federal &amp; State Grants</b>	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ (2,958)	-2%
<b>Fines &amp; Fees</b>	792,970	692,908	530,850	492,953	(37,897)	-7%
<b>Other Revenue</b>	546,220	705,809	329,400	938,530	609,130	185%
<b>Total Other Revenues</b>	<b>\$ 1,469,190</b>	<b>\$ 1,529,989</b>	<b>\$ 993,250</b>	<b>\$ 1,561,525</b>	<b>\$ 568,275</b>	<b>57%</b>
<b>Sub Total Revenues</b>	<b>\$ 37,862,158</b>	<b>\$ 37,829,859</b>	<b>\$ 38,280,742</b>	<b>\$ 38,408,278</b>	<b>\$ 127,536</b>	<b>0%</b>
<b>Fund Balance Activity</b>						
Transfer from FB - Operating	\$ -	\$ -	\$ -	\$ -	\$ -	NA
Transfer from FB - Capital Projects	2,173,025		3,946,044	-		NA
Transfer to Fund Balance		672,267	-	1,445,245		NA
<b>Total Sources of Funds</b>	<b>\$ 40,035,183</b>	<b>\$ 37,157,592</b>	<b>\$ 42,226,786</b>	<b>\$ 36,963,033</b>	<b>\$ (5,263,753)</b>	<b>-12%</b>
<i>Uses of Funds</i>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 12,592,392	\$ 12,430,918	\$ 13,566,138	\$ 13,365,746	\$ (200,392)	-1%
Benefits	3,793,380	3,640,853	4,213,500	3,988,172	(225,328)	-5%
<b>Total Salaries &amp; Benefits</b>	<b>\$ 16,385,772</b>	<b>\$ 16,071,770</b>	<b>\$ 17,779,638</b>	<b>\$ 17,353,918</b>	<b>\$ (425,720)</b>	<b>-2%</b>
Library Books & Materials	\$ 8,349,727	\$ 8,296,242	\$ 8,273,586	\$ 8,170,418	\$ (103,168)	-1%
Supplies	1,287,301	1,105,821	1,470,059	1,282,854	(187,205)	-13%
Vehicles	12,000	-	140,000	104,805	(35,195)	-25%
Other Services & Charges	3,784,203	3,197,461	4,840,532	3,407,285	(1,433,247)	-30%
Internal Transactions /Cost Allocation	1,599,551	1,599,493	1,748,514	1,776,358	27,844	2%
<b>Total Operating Expenditures</b>	<b>\$ 31,418,554</b>	<b>\$ 30,270,788</b>	<b>\$ 34,252,329</b>	<b>\$ 32,095,638</b>	<b>\$ (2,156,691)</b>	<b>-6%</b>
<b>Financing &amp; Debt Service</b>	<b>\$ 1,548,403</b>	<b>\$ 1,519,238</b>	<b>\$ 1,486,667</b>	<b>\$ 1,486,667</b>	<b>\$ -</b>	<b>0%</b>
<b>Capital Projects</b>	<b>\$ 7,068,226</b>	<b>\$ 5,367,566</b>	<b>\$ 6,487,790</b>	<b>\$ 3,380,728</b>	<b>\$ (3,107,062)</b>	<b>-48%</b>
<b>Total Uses of Funds</b>	<b>\$ 40,035,183</b>	<b>\$ 37,157,592</b>	<b>\$ 42,226,786</b>	<b>\$ 36,963,033</b>	<b>\$ (5,263,753)</b>	<b>-12%</b>



**TABLE 2A**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**FUND BALANCE SUMMARY**  
**2018 ACTUAL TO BUDGET**

	2017 Budget	2017 Actual	2018 Amended Budget	YTD Actual 12/31/2018	Year End Projected Fund Balance
<b>Beginning Fund Balance</b>	<b>\$ 13,779,031</b>	<b>\$ 17,491,968</b>	<b>\$ 13,779,031</b>	<b>\$ 18,164,234</b>	<b>\$ 18,164,234</b>
Revenues	\$ 36,197,327	\$ 36,161,332	\$ 36,607,089	\$ 36,752,930	\$ 36,752,930
Capital Funding	1,664,831	1,668,527	1,673,653	1,655,348	1,655,348
<b>Total Revenues</b>	<b>\$ 37,862,158</b>	<b>\$ 37,829,859</b>	<b>\$ 38,280,742</b>	<b>\$ 38,408,278</b>	<b>\$ 38,408,278</b>
<b>Expenditures</b>					
Operating Expenditures	\$ 31,418,554	\$ 30,270,788	\$ 34,252,329	\$ 32,095,638	\$ 32,095,638
Debt Service	1,548,403	1,519,238	1,486,667	1,486,667	1,486,667
Capital Projects	7,068,226	5,367,566	6,487,790	3,380,728	3,380,728
<b>Total Expenditures</b>	<b>\$ 40,035,183</b>	<b>\$ 37,157,592</b>	<b>\$ 42,226,786</b>	<b>\$ 36,963,033</b>	<b>\$ 36,963,033</b>
<b>Increase/(Decrease) in Fund Balance</b>	<b>\$ (2,173,025)</b>	<b>\$ 672,267</b>	<b>\$ (3,946,044)</b>	<b>\$ 1,445,245</b>	<b>\$ 1,445,245</b>
<b>Ending Fund Balance</b>	<b>\$ 11,606,006</b>	<b>\$ 18,164,234</b>	<b>\$ 9,832,987</b>	<b>\$ 19,609,479</b>	<b>\$ 19,609,479</b>

Fund Balance Policy Calculation					
	2017 Budget		2018 Amended Budget		
16% - Current Year Budgeted Revenues	\$ 6,057,945		\$ 6,124,919		
9% - Current Year Budgeted Revenues - Uncertainty	3,407,594		3,445,267		
<b>Total Minimum F/B Reserve Requirements (FLOOR)</b>	<b>\$ 9,465,539</b>		<b>\$ 9,570,186</b>		
50% of Current Year Budgeted Revenues	\$ 18,931,079		\$ 19,140,371		
<b>Total Maximum F/B Reserve Requirements (CEILING)</b>	<b>\$ 18,931,079</b>		<b>\$ 19,140,371</b>		
<b>Above/(Below) Minimum (FLOOR)</b>	<b>\$ 2,140,467</b>		<b>\$ 262,802</b>		
<b>Above/(Below) Maximum (CEILING)</b>	<b>\$ (7,325,073)</b>		<b>\$ (9,307,384)</b>		

**TABLE 3**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**OPERATING EXPENDITURES**  
**2018 ACTUAL TO BUDGET**

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Amended Budget	YTD Actual 12/31/2018	Projected Year-End 2018	Variance 2018 Budget
<b>Sources of Funds</b>						
<b>Revenues</b>						
<b>Taxes</b>						
Property Taxes	\$ 35,331,413	\$ 35,409,860	\$ 35,518,639	\$ 35,130,173	\$ 35,130,173	\$ (388,466)
Delinquent Taxes	50,124	43,327	96,167	40,938	40,938	(55,229)
Prior Year Cancellations	(76,556)	(141,745)	(27,635)	-	-	27,635
Urban Renewal	(606,610)	(700,288)	-	-	-	-
Penalties & Interest	29,766	20,189	26,668	20,294	20,294	(6,374)
<b>Total Taxes</b>	<b>\$ 34,728,137</b>	<b>\$ 34,631,343</b>	<b>\$ 35,613,839</b>	<b>\$ 35,191,405</b>	<b>\$ 35,191,405</b>	<b>\$ (422,434)</b>
Federal & State Grants	\$ 130,000	\$ 131,272	\$ 133,000	\$ 130,042	\$ 130,042	\$ (2,958)
Library Fines	639,500	567,005	395,800	365,137	365,137	(30,663)
Charges for Services	153,470	125,903	135,050	127,816	127,816	(7,234)
Investment Income	149,200	345,733	241,400	617,686	617,686	376,286
Library Foundation	200,000	103,653	30,000	188,415	188,415	158,415
E Rate Revenue	197,020	237,343	58,000	107,068	107,068	49,068
Other Revenue	-	19,080	-	25,361	25,361	25,361
<b>Total Revenues</b>	<b>\$ 36,197,327</b>	<b>\$ 36,161,332</b>	<b>\$ 36,607,089</b>	<b>\$ 36,752,930</b>	<b>\$ 36,752,930</b>	<b>\$ 145,841</b>
<b>Uses of Funds</b>						
<b>Operating Expenditures</b>						
<b>Salaries &amp; Employee Benefits</b>						
Salaries	\$ 11,398,213	\$ 10,691,940	\$ 12,268,624	\$ 11,373,583	\$ 11,373,583	\$ (895,041)
Awards & Bonuses	100,000	-	120,000	-	-	(120,000)
Termination Pay	-	42,066	-	158,188	158,188	158,188
Temporary Salaries	1,946,245	1,695,666	2,063,934	1,832,115	1,832,115	(231,819)
Overtime	13,900	1,246	14,130	1,860	1,860	(12,270)
Vacancy Savings	(865,966)	-	(900,550)	-	-	-
Benefits	3,793,380	3,640,853	4,213,500	3,988,172	3,988,172	(225,328)
<b>Total Salaries &amp; Benefits</b>	<b>\$ 16,385,772</b>	<b>\$ 16,071,771</b>	<b>\$ 17,779,638</b>	<b>\$ 17,353,918</b>	<b>\$ 17,353,918</b>	<b>\$ (425,720)</b>
Library Books & Materials	\$ 6,900,603	\$ 6,307,632	\$ 6,907,000	\$ 6,859,918	\$ 6,859,918	\$ (47,082)
Library Computer Materials	1,317,744	1,860,275	1,234,706	1,176,240	1,176,240	(58,466)
Library Periodicals	131,380	128,335	131,880	134,260	134,260	2,380
<b>Sub-Total Library Collections</b>	<b>8,349,727</b>	<b>8,296,242</b>	<b>8,273,586</b>	<b>8,170,418</b>	<b>8,170,418</b>	<b>(103,168)</b>
Supplies	\$ 1,287,301	\$ 1,105,821	\$ 1,470,059	\$ 1,282,854	\$ 1,282,854	\$ (187,205)
Other Services & Charges	3,784,203	3,197,461	4,840,532	3,407,285	3,407,285	(1,433,247)
Vehicles	12,000	-	140,000	104,805	104,805	(35,195)
Direct Internal Charges	178,688	175,573	140,762	173,788	173,788	33,026
Indirect Cost Allocation	758,653	758,653	929,085	929,085	929,085	-
Intra County Transactions	662,210	665,267	678,667	673,484	673,484	(5,183)
<b>Total Supplies and Other</b>	<b>\$ 15,032,782</b>	<b>\$ 14,199,017</b>	<b>\$ 16,472,691</b>	<b>\$ 14,741,720</b>	<b>\$ 14,741,720</b>	<b>\$ (1,730,971)</b>
<b>Total Uses of Funds</b>	<b>\$ 31,418,554</b>	<b>\$ 30,270,788</b>	<b>\$ 34,252,329</b>	<b>\$ 32,095,638</b>	<b>\$ 32,095,638</b>	<b>\$ (2,156,691)</b>

**TABLE 4**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**DEBT SERVICE DETAIL**  
**2018 ACTUAL TO BUDGET**

Sources and Uses of Funds	2017 Budget	2017 Actual	2018 Amended Budget	YTD Actual 12/31/2018	Projected Year End 2018	Variance 2018 Budget
<b>Debt Service</b>						
Principal - Arvada (2005-2024)	\$ 516,095	\$ 516,095	\$ 528,501	\$ 528,501	\$ 528,501	\$ -
Interest - Arvada (2005-2024)	107,157	107,157	94,823	94,823	94,823	-
Principal - Refunding Series 2013	632,740	632,740	608,264	608,264	608,264	-
Interest - Refunding Series 2013	116,772	116,772	91,544	91,544	91,544	-
Principal - COP - Capital Projects	142,143	142,143	142,143	142,143	142,143	-
Interest - COP - Capital Projects	33,496	4,331	21,392	21,392	21,392	-
<b>Total Debt Service</b>	<b>\$ 1,548,403</b>	<b>\$ 1,519,238</b>	<b>\$ 1,486,667</b>	<b>\$ 1,486,667</b>	<b>\$ 1,486,667</b>	<b>\$ -</b>

**Arvada**

Total Issue \$8,886,000  
Term 2005-2024  
Use - Arvada Library Facility

**Build America Bonds**

Total Issue \$6,293,000  
Original Term 2011-2020  
Refunding Term 2013-2024  
Use - Lakewood HVAC  
Energy Conservation  
Book Sorters  
Library Service Center Remodel

**Certificates of Participation (COP)**

Total Issue \$995,000  
Term 2014-2020  
Use - Belmar Roof Replacement  
Columbine HVAC  
Columbine Parking Lot  
Standley Lake Parking Lot

**TABLE 5**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2018 ACTUAL TO BUDGET**

Sources and Uses of Funds	2017 Amended Budget	2017 Actual	2018 Budget	2018 Amended Budget	YTD Actual 12/31/2018	Projected Year End 2018	Variance 2018 Budget
<b>Sources of Funds</b>							
Property Tax - Capital - 4.5%	\$ 1,664,831	\$ 1,668,527	\$ 1,673,653	\$ 1,673,653	\$ 1,655,348	\$ 1,655,348	\$ (18,305)
Transfer from FB - Edgewater Library Project	-	-	2,600,000	2,600,000	2,600,000	2,600,000	-
Transfer from FB - Capital Expenses	-	3,699,039	285,293	1,346,044	1,346,044	1,346,044	-
<b>Total Sources of Funds</b>	<b>\$ 1,664,831</b>	<b>\$ 5,367,566</b>	<b>\$ 4,558,946</b>	<b>\$ 5,619,697</b>	<b>\$ 5,601,392</b>	<b>\$ 5,601,392</b>	<b>\$ (18,305)</b>
<b>Uses of Funds</b>							
<b>Annual Replacement &amp; Maintenance Program (ARM)</b>							
ARM-01 Capital Maintenance	\$ 250,000	\$ 124,470	\$ 250,000	\$ 370,000	\$ 340,441	\$ 340,441	\$ 29,559
ARM-02 Furniture & Equipment	56,000	42,644	36,000	36,000	17,724	17,724	18,276
ARM-03 Computer Replacement Plan	151,000	154,776	250,000	250,000	163,168	163,168	86,832
ARM-04 Book Sorter Replacement	400,000	159,837	350,000	350,000	88,954	88,954	261,046
ARM-05 IT Infrastructure Replacement	596,665	551,075	321,650	351,650	210,774	210,774	140,876
<b>2016 Projects</b>							
16-01 Lakewood Parking Lot	\$ -	\$ 7,355	\$ -	\$ -	\$ -	\$ -	\$ -
16-03 Evergreen AHU Rebuild	42,979	31,848	-	-	-	-	-
16-04 Wheat Ridge HVAC Replacement	41,600	41,599	-	-	-	-	-
16-09 Implement Wireless Upgrade	-	539	-	-	-	-	-
16-10 Intranet/Records Management	79,000	27,178	120,000	171,282	57,920	57,920	113,362
16-12 IT Software Projects	11,809	11,809	-	-	-	-	-
16-13 III Database Server	5,560	5,560	-	-	5,560	5,560	(5,560)
16-14 High Availability Internet Redundancy	-	-	36,000	36,000	-	-	36,000
<b>2017 Projects</b>							
17-01 Evergreen HVAC Rebuild	\$ 135,000	\$ -	\$ -	\$ 57,536	\$ 57,536	\$ 57,536	\$ -
17-02 Entry Door Replacement	36,800	-	18,600	18,600	29,605	29,605	(11,005)
17-03 Virtual Servers upgrades	91,000	20,899	-	-	-	-	-
17-05 Implement RFID/Self Check	315,740	264,736	-	-	-	-	-
17-08 Large Format Printer	10,000	4,477	-	-	-	-	-
17-09 JCPL Mobile Experience	15,700	-	-	-	-	-	-
17-10 Mobility Solution	25,000	1,300	-	-	-	-	-
17-11 Long-Range Facility Master Plan	78,600	47,640	-	30,960	30,960	30,960	-
17-13 Standley Lake Outdoor Learning Env.	-	7,592	-	45,200	20,735	20,735	24,465
<b>2018 Projects</b>							
18-02 Lakewood Fence Replacement	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ 55,000
18-03 Lakewood Public Restroom Expansion	-	-	120,000	-	-	-	-
18-04 Lakewood Admin Restroom Remodel	-	-	48,000	48,000	-	-	48,000
18-05 Evergreen Parking Lot	-	-	125,000	125,000	-	-	125,000
18-06 Sorter Replacement - 2 sites	-	-	500,000	500,000	-	-	500,000
18-07 LSC Garage & Loading Dock Planning	-	-	10,000	10,000	-	-	10,000
18-08 Bookmobile Replacement Sinking Fund	-	-	200,000	200,000	-	-	200,000
<b>Multi-Year Construction Projects</b>							
16-16 Columbine Library Remodel	\$ 4,536,773	\$ 3,772,952	\$ -	\$ 798,342	\$ 126,270	\$ 126,270	\$ 636,286
17-07 Edgewater Library	160,000	89,281	2,600,000	2,684,220	2,134,887	2,134,887	549,333
18-01 Belmar Library Remodel	-	-	350,000	350,000	96,194	96,194	253,807
<b>Total Capital Projects</b>	<b>\$ 7,039,226</b>	<b>\$ 5,367,566</b>	<b>\$ 5,390,250</b>	<b>\$ 6,487,790</b>	<b>\$ 3,380,728</b>	<b>\$ 3,380,728</b>	<b>\$ 3,107,062</b>

<b>Bookmobile Sinking Fund Reserve</b>							
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Source	-	-	200,000	200,000	200,000	200,000	
Use	-	-	-	-	-	-	
<b>Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	

**TABLE 6**  
**JEFFERSON COUNTY PUBLIC LIBRARY**  
**CAPITAL IMPROVEMENT PROJECTS**  
**2018 BUDGET TO ACTUAL**

Project	2018 Amended Budget	YTD Actual 12/31/2018	YTD Encumbrances 12/31/2018	YTD Total Actual + Enc	Remaining Budget
ARM-01 Capital Maintenance	\$ 370,000	\$ 340,441	\$ -	\$ 340,441	\$ 29,559
ARM-02 Furniture & Equipment	36,000	17,724	-	17,724	18,276
ARM-03 Computer Replacement Plan	250,000	163,168	-	163,168	86,832
ARM-04 Book Sorter Replacement	350,000	88,954	-	88,954	261,046
ARM-05 IT Infrastructure Replacement	351,650	210,774	1	210,775	140,875
16-10 Intranet/Document Management	171,282	57,920	-	57,920	113,362
16-13 III Database Server	-	5,560	-	5,560	(5,560)
16-14 High Availability Internet Redundancy	36,000	-	-	-	36,000
17-01 Evergreen HVAC Rebuild	57,536	57,536	-	57,536	-
17-02 Entry Door Replacement	18,600	29,605	-	29,605	(11,005)
17-11 Long-Range Facilities Master Plan	30,960	30,960	-	30,960	-
17-13 Standley Lake Outdoor Learning Envir.	45,200	20,735	-	20,735	24,465
18-02 Lakewood Fence Replacement	55,000	-	-	-	55,000
18-03 Lakewood Public Restroom Expansion	-	-	-	-	-
18-04 Lakewood Admin Restroom Remodel	48,000	-	-	-	48,000
18-05 Evergreen Parking Lot	125,000	-	-	-	125,000
18-06 Sorter Replacement - 2 sites	500,000	-	-	-	500,000
18-07 LSC Garage & Loading Dock Planning	10,000	-	-	-	10,000
18-08 Bookmobile Replacement Sinking Fund	200,000	-	-	-	200,000
<b>Multi-Year Projects Construction Projects</b>					
16-16 Columbine Remodel	798,342	126,270	-	126,270	672,072
17-07 Edgewater Library	2,684,220	2,134,887	-	2,134,887	549,333
18-01 Belmar Library Remodel	350,000	96,194	-	96,194	253,807
<b>Total Capital Projects</b>	<b>\$ 6,487,790</b>	<b>\$ 3,380,728</b>	<b>\$ 1</b>	<b>\$ 3,380,729</b>	<b>\$ 3,107,061</b>

## **Operational Updates**

### **Facilities & Construction Projects**

## memorandum

To: Donna Walker, Executive Director JCPL  
From: Steve Chestnut, Director of Facilities and Construction  
Re: Additional costs for Edgewater schedule extension  
Date: February 12, 2019

### Background

On February 14<sup>th</sup> I provided information to the Board identifying the circumstances that led to the request for an increase in the costs of the Wember contract for the Edgewater Library construction project. The contract with Wember identifies a specific duration in services for the project and that duration was exceeded for issues that were not within the Library's ability to control. The additional funds requested will not cause the project to be over budget.

### Request

I would like to request the Board of Trustees to authorize you to amend the contract with Wember Inc. by increasing the not to exceed cost by an additional \$32,444. This would bring the total cost of the contract to \$150,247.

**ADMINISTRATION**  
10200 W. 20th Ave.  
Lakewood, CO 80215  
303.235.5275



[jeffcolibrary.org](http://jeffcolibrary.org)

TO: Donna Walker, Executive Director

FROM: Kurt Jungwirth, Facilities Operations Manager

DATE: February 21, 2019

RE: 2019 JCPL HVAC Maintenance and Emergency Service Contract 2<sup>nd</sup> Renewal Authorization Memo

At the February 14, 2019 Study Session of the Library Board, information was presented on the 2019 JCPL HVAC Maintenance and Emergency Service Contract. The Board was advised that the contract will expired on February 28, 2019, and informed about the reasons that Facilities recommends another annual renewal of the 5-year contract.

The recommendation is for the Director of Facilities and Construction to request Board authorization for the Executive Director to enter another one (1) year renewal on the contract with Tolin Mechanical Systems Company for the amount of \$81,024.00.



## **Consent Agenda**

ADOPTED: January 17, 2019  
BEFORE THE BOARD OF TRUSTEES

OF THE JEFFERSON COUNTY PUBLIC LIBRARY

RESOLUTION NO.: LB 01-17-19

**WHEREAS**, effective June 1, 1991, the Board of Trustees of the Jefferson County Public Library is subject to the provisions of Senate Bill 91-33 (the "Colorado Sunshine Act"); and

**WHEREAS**, pursuant to Section 24-6-402(2) (c), the Board is required to give notice of meetings, which notice must be posted in a designated public place within the boundaries of the local body no less than twenty-four (24) hours prior to the meeting; and

**WHEREAS**, the public place in which such notice will be posted must be designated annually.

**WHEREAS**, the notice must include specific agenda information where possible.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of the Jefferson County Public Library hereby designates a public bulletin board in each branch of the Jefferson County Public Library as the location where notice and agenda information for public meetings of the Board of Trustees of the Jefferson County Public Library will be posted.

Date: Adopted - January 17, 2019

**Ends**

# JEFFERSON COUNTY PUBLIC LIBRARY 2019 STRATEGIC PLAN



Jefferson County  
PUBLIC LIBRARY

WHAT THE  
BOARD EXPECTS

## BOARD ENDS STATEMENTS

**Provide Access and Support:** All Jefferson County residents have equal opportunity to access information, resources, ideas and technology, and they are supported in using these resources.

**Create Great Spaces and Places:** All Jefferson County residents have safe, convenient and inviting places to go to access information and resources and participate in community life.

**Advance Shared Community Outcomes:** Jefferson County will thrive as the library understands and supports community aspirations with the goal of advancing positive community outcomes.

**Be Good Stewards:** All Jefferson County residents receive maximum return on their shared investment in library services.

HOW WE'LL GET THERE

## STRATEGIC GOALS

**Increase access, availability & awareness of library resources**

**Attract, develop & retain a highly skilled and well-qualified workforce**

**Maintain and improve facilities, equipment, grounds and IT systems**

**Foster community engagement, lifelong learning, health and well-being**

**Improve the efficiency and effectiveness of Library services**

WHAT WE'RE AIMING FOR

## DESIRED OUTCOME

**Residents are informed, educated and engaged**

**Residents have access to technologies**

**Residents have access to community spaces**

**JCPL supports shared community outcomes:**

Kindergarten readiness

Grade-level proficiencies

High-school graduation rates

Workforce readiness

Business and entrepreneurial success

Healthy behaviors

Aging well

**JCPL services are delivered cost effectively**

HOW WE'LL KNOW WE SUCCEEDED

## SUCCESS MEASURES

**We meet or exceed the 50th percentile of library peer performance**

**We meet or exceed public sector industry measures**

**We maintain or improve key public library measures**

**VISION:** Jefferson County Public Library will be the essential destination where all generations connect, discover and create.

**MISSION:** Jefferson County Public Library helps to build an educated and vibrant community by providing equal access to information and opportunities.

# JEFFERSON COUNTY PUBLIC LIBRARY

## 2019 STRATEGIC PLAN SCORECARD



### 2019 PRIORITY STRATEGIC INITIATIVES:

- Develop and implement an effective and responsive planning process
- Identify and develop leadership teams
- Integrate and execute plans for leading-edge library services, spaces and staffing

LIBRARY BENCHMARK MEASURE	2017 ACTUAL	2018 ACTUAL	2019 TARGET	2017 PERCENTILES*	
				50 <sup>TH</sup>	75 <sup>TH</sup>
Cardholders as a % of population	55%	54%	Improve	48%	61%
Circulation/capita	13.79	13.45	Maintain	10.30	12.24
Visits/capita	4.51	4.69	Maintain	4.51	5.38
Program attendance/1000 capita	439	471	Improve	423	481
Square footage/capita	0.38	0.40	0.39	0.67	1.03
Public Service hours/1000 capita	52.68	52.84	Maintain	74	89
FTEs/1000 capita	0.44	0.48	0.50	0.54	0.74

PUBLIC SECTOR INDUSTRY MEASURE	2017 ACTUAL	2018 ACTUAL	2019 TARGET
Staff turnover	9.1%	10.1%	Meet or exceed industry average**
% uptime/IT systems	99.8%	99%	99%
% bandwidth utilization	10-50%	50-80%	50-80%
Technology replacement cycles	3 years	3 years	5 years
% uptime Facilities operations	99.9%	99%	99%

NET PROMOTER SCORE	2017 ACTUAL	2018 ACTUAL	2019 TARGET
Net promoter score		n/a	Track measures to establish trend
Intercept Survey	85.1		
Customer Survey	65.6		

\* Latest available data \*\* Target based on EC Personnel Plus Survey (April)

PUBLIC LIBRARY MEASURES	2017 JCPL SCORE	2018 JCPL SCORE	2019 TARGET	INDUSTRY AVERAGE
<b>EDGE INITIATIVE</b>				
<b>Overall Score</b>	<b>n/a</b>	<b>820/1000</b>	Improve	<b>664/1000</b>
Community Value	n/a	260/310		229/310
Engaging the Community	n/a	230/295		180/295
Organizational Management	n/a	330/395		255/395

The EDGE score represents how JCPL compares to leading libraries around the country, of all sizes, in the area of public access to technology and support for digital literacy.

PROJECT OUTCOME	2017 JCPL SCORE*	2018 JCPL SCORE	2019 TARGET	INDUSTRY AVERAGE*
EARLY LITERACY EVENTS				
1000 Books Before Kindergarten				
Knowledge	4.3/5.0	n/a	Improve	4.6/5.0
Confidence	3.8/5.0	n/a	Improve	4.5/5.0
Application/New Skills	4.2/5.0	n/a	Improve	4.5/5.0
Awareness of Resources	4.4/5.0	n/a	Improve	4.5/5.0
Family Place Community Workshops				
Knowledge	n/a	n/a	Track measure to establish baseline	
Confidence	n/a	n/a		
Application/New Skills	n/a	n/a		
Awareness of Resources	n/a	n/a		
SIGNATURE EVENTS				
Summer Reading				
Knowledge	4.2/5	4.2/5	Improve	4.3/5
Confidence	3.9/5	4.0/5	Improve	4.1/5
Application/New Skills	3.9/5	4.0/5	Improve	4.2/5
Awareness of Resources	3.9/5	4.1/5	Improve	4.2/5
Raise a Reader				
Knowledge	n/a	n/a	Track measure to establish baseline	n/a
Confidence	n/a	n/a		n/a
Application/New Skills	n/a	n/a		n/a
Awareness of Resources	n/a	n/a		n/a
EPIC Stem				
Knowledge	n/a	n/a	Track measure to establish baseline	n/a
Confidence	n/a	n/a		n/a
Application/New Skills	n/a	n/a		n/a
Awareness of Resources	n/a	n/a		n/a

Project Outcome is managed by the Public Library Association (PLA) and provides simple survey instruments and an easy-to-use process for public library staff to seek feedback from patrons and measure the outcomes of their library programs. Results reflect patrons' self-reported assessment of how programs contributed to improvements or changes in four key outcome areas reported above.

\* Latest available data



Jefferson County  
**PUBLIC LIBRARY**

# Industry Trends

Feb. 21| Library Board of Trustees

# Usage Stats Overview



- Circulation
- Holdings
- Visits
- Programs

***We're seeing a significant shift in demand for programming***



# Data Sources



- The 2017 Pubic Library Data Service
  - 2012-2016 Data
  - All Libraries
  - Libraries with  $\geq 500,000$  Library Service Area (Population)
- JCPL Usage Data, 2013-2018

*These trends have implications for JCPL*



# Service Trends

# Circulation/Capita Decreasing



Industry Trend (2012-2016, All Libraries)

- Total circulation -3%/year
- Print circulation -3%/year
- eMaterials circulation +30%/year

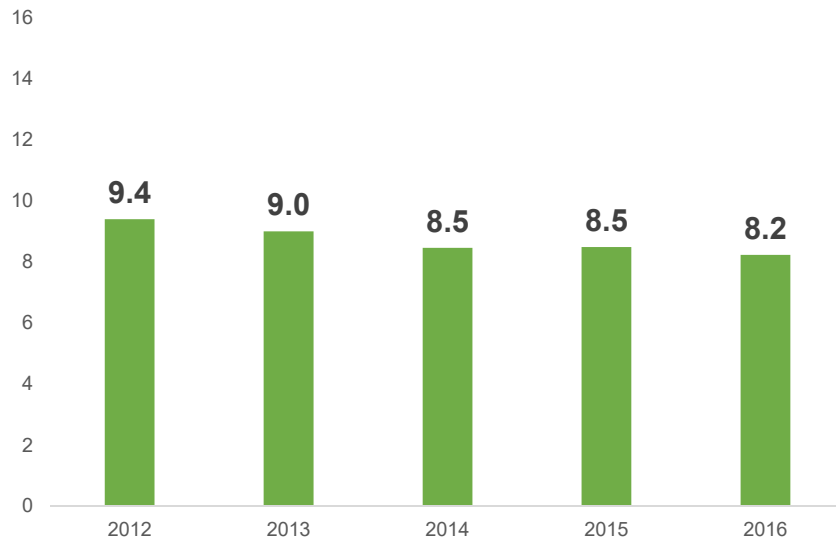
***Overall circulation is declining, partially offset by growth in eMaterials***



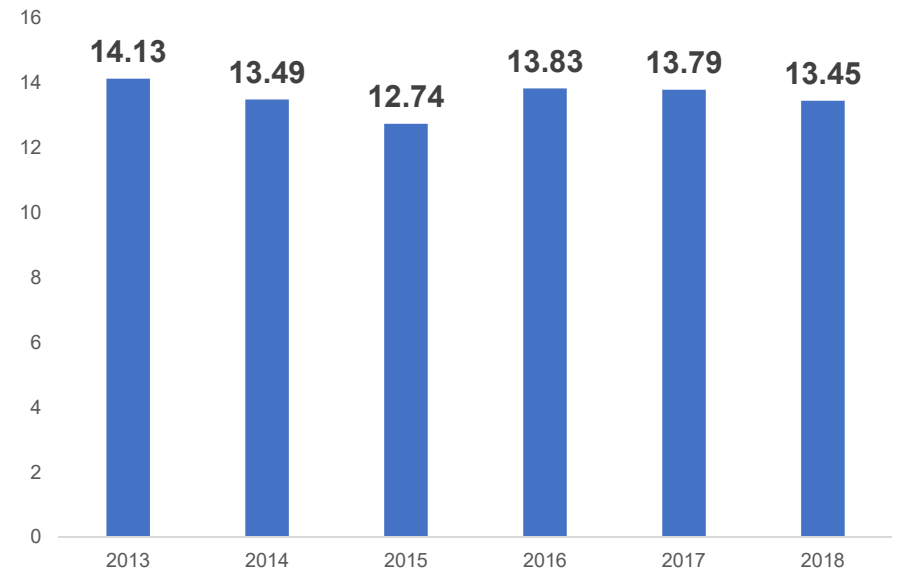
# Circulation/Capita



**Circulation/Capita  
(Industry, Large Libraries)**



**Circulation/Capita (JCPL)**

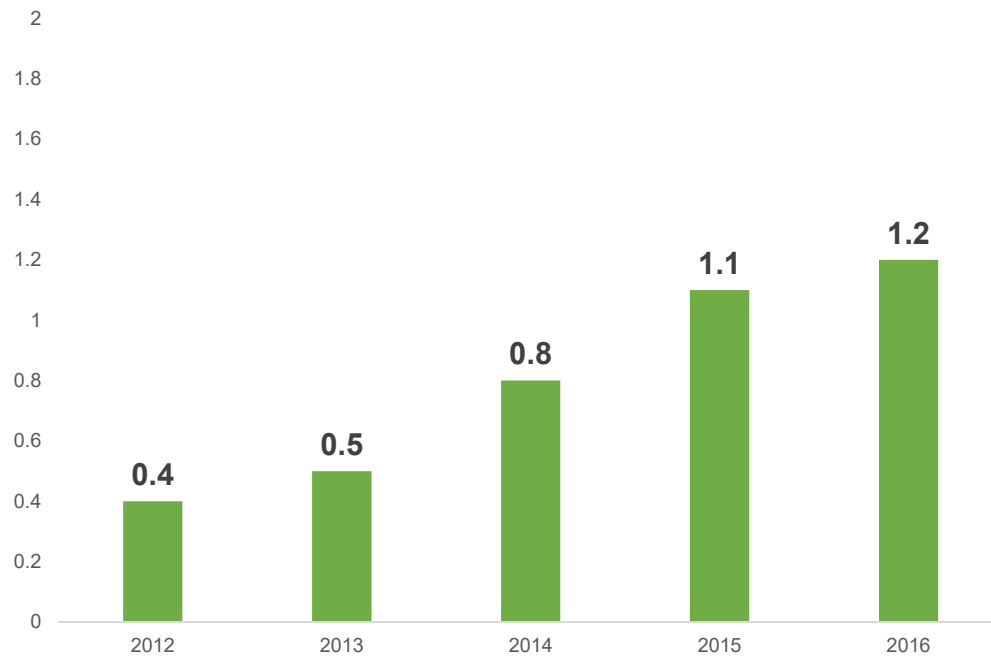


*While circulation trends are declining, JCPL is outperforming other large libraries.*

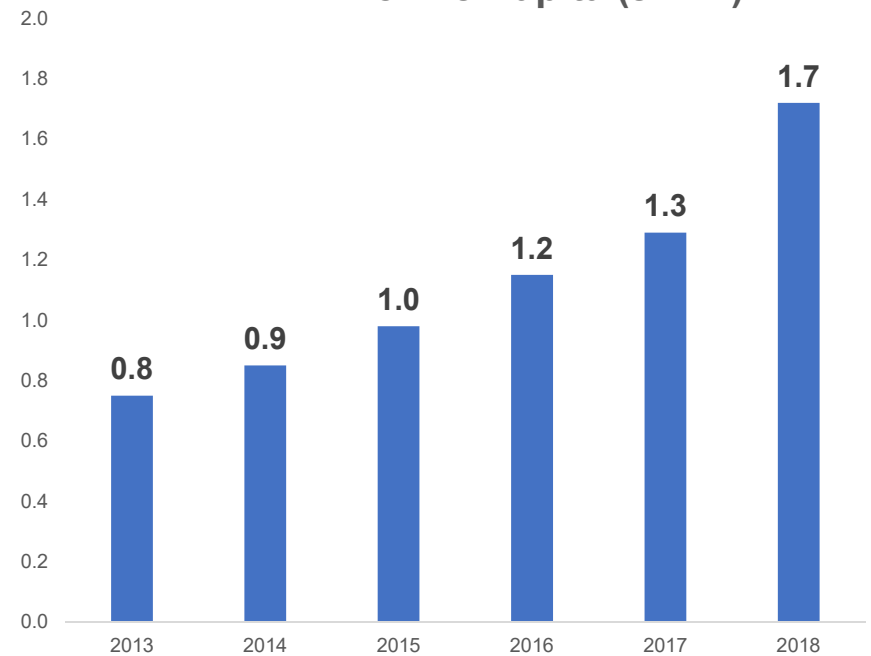
# eCirculation/Capita



eCirc/Capita (Industry)



eCirc/Capita (JCPL)



# Holdings/Capita Decreasing

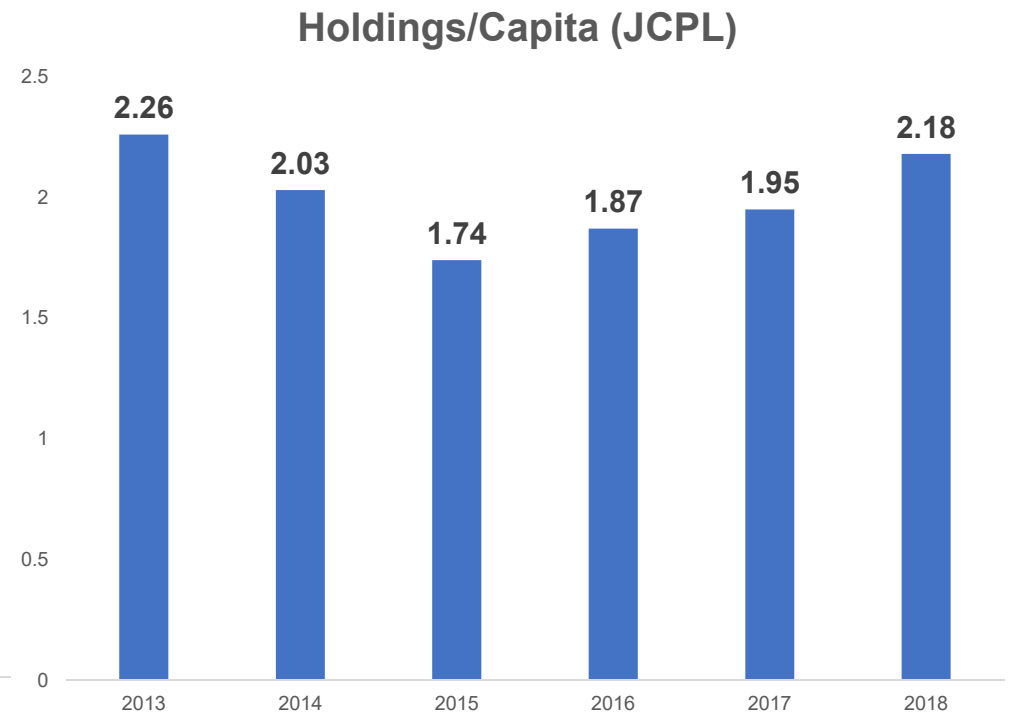
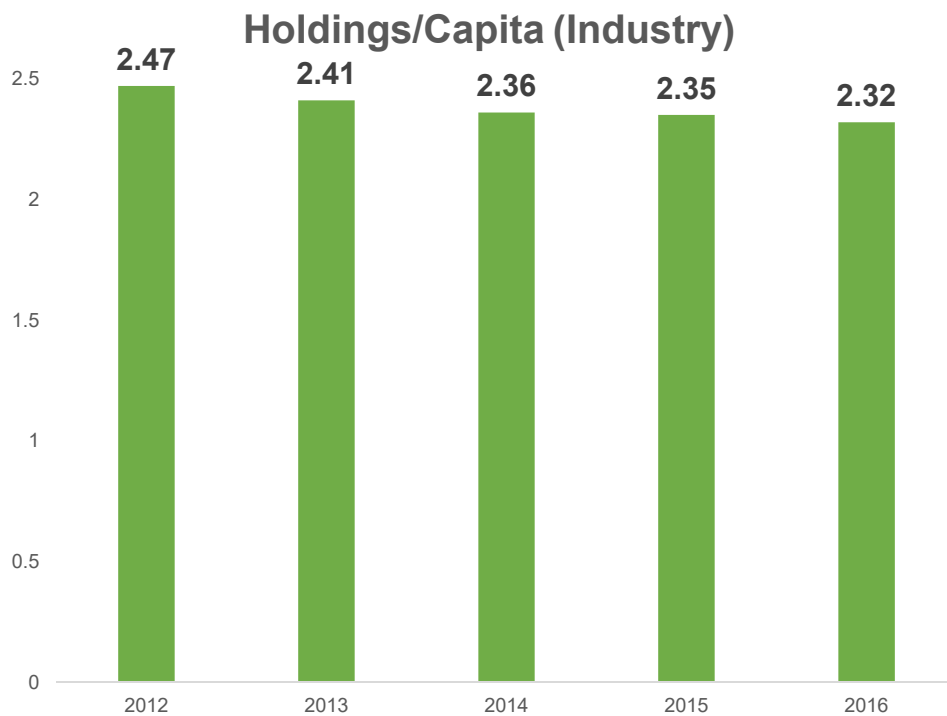


## Industry

- Large libraries reducing their holdings
- JCPL rebuilding its collection



# Holdings/Capita



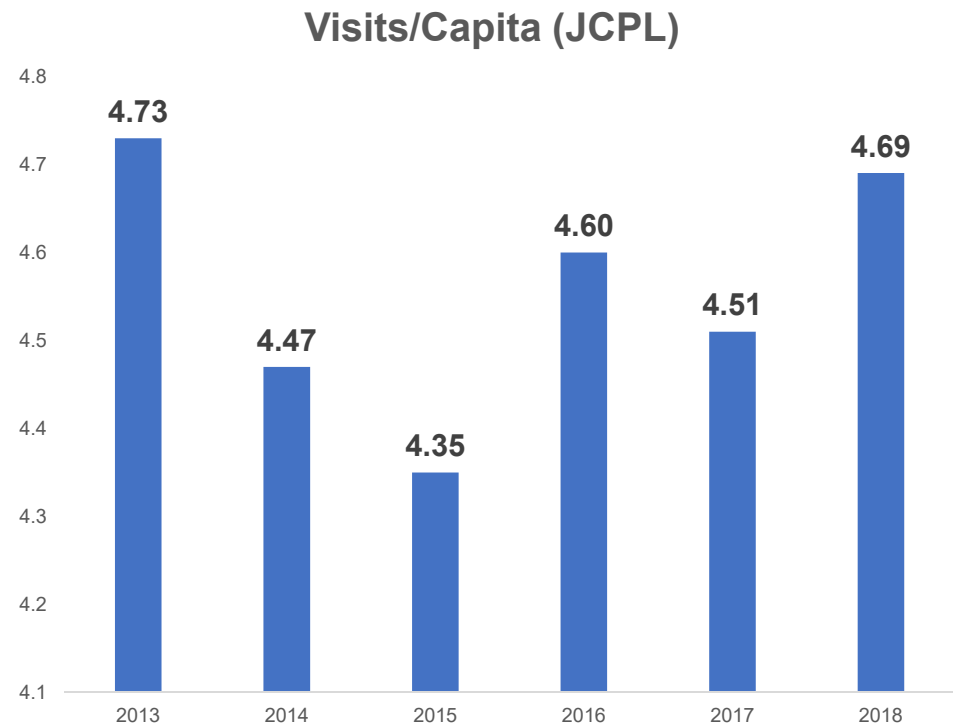
*As large libraries reduce their holdings, JCPL is catching up*

# Visits/Capita Mixed



Industry stats declining

- Visits/capita -14%





# Programs/Capita Increasing



## Industry (2012-2016)

- Programs/capita +28%
- Attendance/capita +17%

## JCPL (2013-2018)

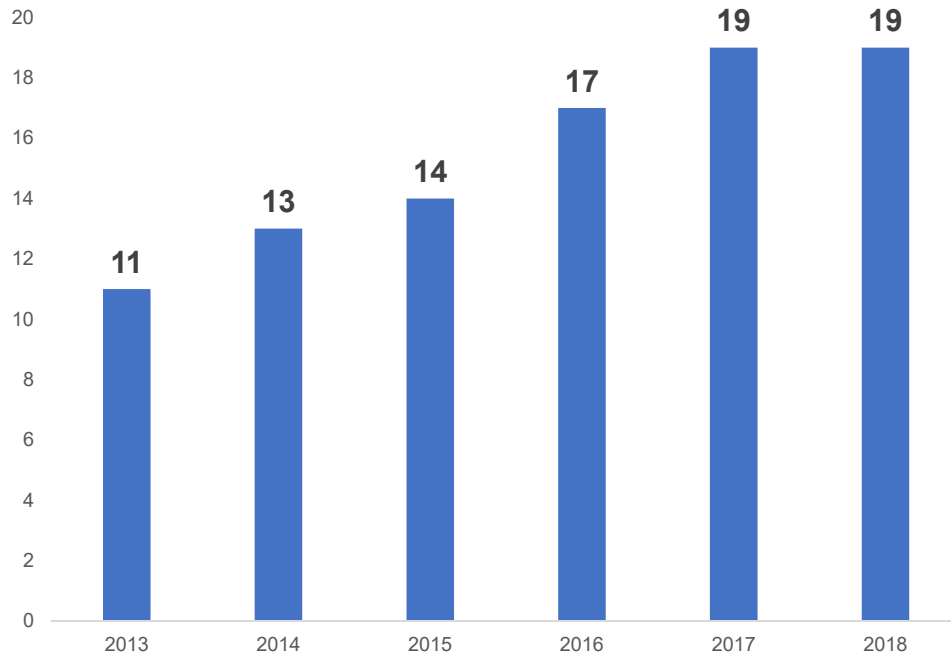
- Programs/capita +73%
- Attendance/capita +54%

***Continued growth has implications for space use, open hours, staffing***

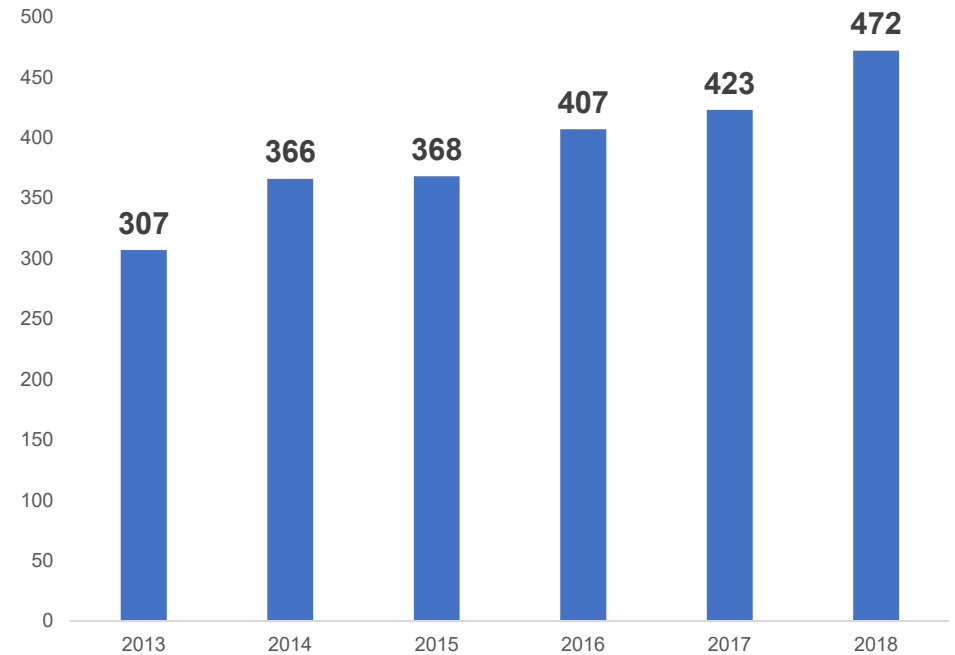
# Programs/Capita



Programs/Capita (JCPL)



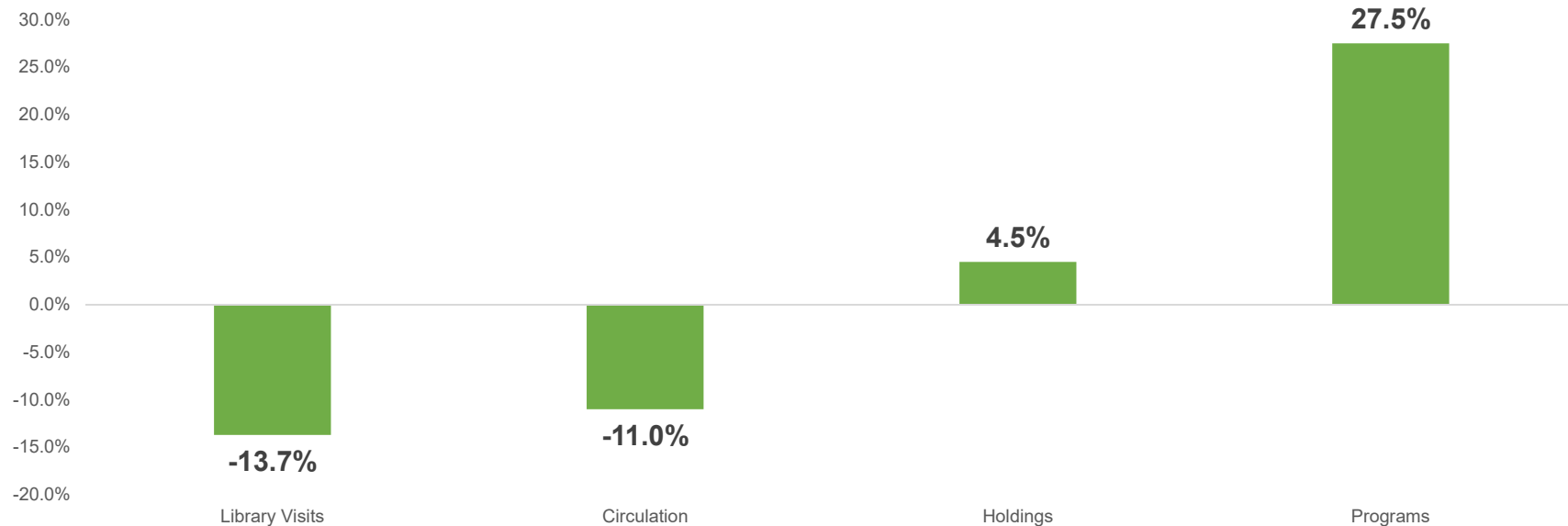
Program Attendance/Capita (JCPL)



# Service Trends Summary



**% Change in Average Service Levels  
(All Libraries, 2012-2016)**





Questions?

**Governing Policies: Management Limitations  
(Monitoring Reports)**

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.0**

**POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT***

---

## *MANAGEMENT LIMITATIONS*

**Initial Monitoring on *Policy 2.0: GENERAL MANAGEMENT CONSTRAINT***

I hereby present my monitoring report on your Management Limitations policy 2.0 “General Management Constraint”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

### **BROADEST POLICY PROVISION**

**The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted professional ethics and best practices for public library management.**

**EXECUTIVE DIRECTOR’S INTERPRETATION:** I understand this constraint to include all operational activities that occur within the Library. It does not include activities or decisions occurring or made at the Board level.

I interpret “unlawful” to mean I will not fail to insure that all operational activities are within legal requirements as imposed by all relevant governing bodies, including federal, state, county and city statutes and ordinances.

In matters of prudence and ethics, the Board has comprehensively interpreted these concerns throughout the “Management Limitations”. In areas where no specific Board policy exists; I will use the test of “reasonable and prudent” to evaluate the circumstances. In addition, I understand that “commonly accepted professional ethics and best practices for public library management” is an additional qualifier of the Board’s intentions. By this, if an issue arises which I believe my response would be judged ethical and prudent but for some reason inconsistent with common practices in public libraries; I would not necessarily have the authority to proceed.

**REPORT (COMPLIANT):** The implementation of the above measures is incorporated into specific monitoring reports provided to the Board on each of the other Management Limitations policies. I therefore am focusing this response on this policy provision proscribing against any “unlawful” actions or situations.

I can report compliance.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**  
**POLICY TITLE: *TREATMENT OF PATRONS***

**POLICY 2.1**

---

## MANAGEMENT LIMITATIONS

### Initial Monitoring on **Policy 2.1: *TREATMENT OF PATRONS***

I hereby present my monitoring report on your Management Limitations policy 2.1 “Treatment of Patrons”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

### **BROADEST POLICY PROVISION**

**With respect to interactions with patrons, the Executive Director shall not cause or allow conditions or procedures which are unfair, unsafe, disrespectful, unnecessarily intrusive, or which fail to provide confidentiality in use of facilities and resources, and which fail to provide a high level of customer service.**

**EXECUTIVE DIRECTOR’S INTERPRETATION:** I understand this to mean that the Library may not operate without having and enforcing specific policies that clarify patron rights and staff actions toward patrons. The Executive Director, staff and legal counsel review the policies as needed.

**REPORT:** The Library ~~policy~~ requires regular reporting from all units on these elements. Initial and follow-up reports are issued to ~~the Senior~~ Management ~~Team~~ for review or action.

**1. I shall not elicit and maintain patron information for which there is no clear necessity.**

**EXECUTIVE DIRECTOR’S INTERPRETATION:** It is our responsibility to protect the patron’s privacy in their use of the library, its programs and services, neither requesting nor maintaining information (visual, written or otherwise) about our patrons beyond that either required by law or business necessity.

**REPORT (COMPLIANT):** We are committed to keeping information about an individual’s use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library.

I can report compliance.

## GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

- 2. I shall not collect, review, transmit, store or destroy patron information in a manner that fails to protect against loss of or improper access to that information.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** It is my interpretation that we must ensure that the documents or ~~on-line~~ **online** gathering of patron data are handled in a manner, from collection until destruction, that avoids inappropriate access or loss of such data.

**REPORT (COMPLIANT):** We are committed to keeping information about an individual's use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.

Colorado State law (~~CRS 24-90-101 et seq.~~) requires that we treat as confidential information about materials users check out, information they access, and their use of the library

I can report compliance.

- 3. I shall not fail to maintain facilities that provide a reasonable level of privacy, both aural and visual, and that are reasonably free from public distraction and disturbance.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** Our libraries are designed and managed to serve large populations of users at one time. As such, the library provides many venues for quiet reading and study, computer privacy, individual and group study space, etc. All libraries have spaces and/or equipment to assist with this and staff is instructed to assist patrons with finding a suitable work environment that meets their needs.

**REPORT (COMPLIANT):** Library programs and services are designed to ensure patron privacy in the use of the library. As new technologies and services are added to our program of service, operational activities are vetted between library staff and the Director of ~~Public Services~~ **Libraries**. When space limitations exist, every effort is made to ensure as much patron privacy as possible.

I can report compliance.

- 4. I shall not fail to maintain the confidentiality of a patron's use of the JCPL and patron record except as required by law.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** Records of patrons' usage of the Library will not be divulged except when necessary for normal library operations or as provided for in CRS 24-90-119, "Privacy of User Records." I have been designated "Custodian of Library Records" by the Board and can make reasonable exception to this requirement. ~~upon application by a patron or a request by law enforcement.~~

**REPORT (COMPLIANT):** We are committed to keeping information about an individual's use of the library only as long as needed in order to provide Library services. Full and current guidelines for the public will be posted on the JCPL website and updated when and as conditions change.



# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

Colorado State law (CRS 24-90-101 et seq.) requires that we treat as confidential information about materials users check out, information they access, and their use of the library **or obtain consent for exceptions.**

I can report compliance.

5. **I shall not fail to ensure that patrons receive prompt, courteous service from competent, well-trained staff.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** Educational and training requirements for knowledge, skills and customer service are required and provided to effect useful and respectful service toward our patrons.

**REPORT (COMPLIANT):** The ~~Library's Employee Relations and Development and Public Services Staff Training units ensure~~ **Library ensures** that all hires possess the required education, training and experience for their jobs and have the training required to successfully fulfill their job requirements. ~~The library's customer comment cards and other such avenues for receiving comment on our service characteristically show a pleased patron base.~~ **Mechanisms are in place for patron complaints and compliments.**

I can report compliance.

6. **I shall not fail to set and convey the policies for the use and circulation of library materials; fines/charges for damaged or lost items; a fee schedule for non-basic Library services; and policies for the use of bulletin boards and meeting/study rooms.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** Policies are in place that effectively direct public use of materials, resources, and facilities, so that all patrons can use our libraries and resources in a reasonable and responsible manner. We inform patrons of these policies. ~~so they understand and follow the rules these policies define without significant comment or complaint.~~ Staff is also versed in the policies such that they can address and discuss them with patrons.

**REPORT (COMPLIANT):** All of the library policies regarding library use are reviewed and updated as needed. ~~by library managers and then by senior management.~~

I can report compliance.

7. **I shall not fail to enforce clearly articulated policies regarding content and control standards for Internet use and safety.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** Internet use policies derive largely from state law, as interpreted by the Library and attorney. Access to internet sites complies with filtering as required by law and Board-directed library policy. Staff and the public are made aware of these policies so that user and staff expectations are clear. Staff is trained to recognize non-compliant use and intervene if necessary.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**REPORT (COMPLIANT):** Our principal responsibility is to be compliant with state statute and Library Board direction within the limits of technology.

I can report compliance.

8. **I shall not fail to convey that parents, guardians or caretakers are responsible for monitoring the activities and library use, and controlling the behavior of children or other persons requiring supervision during their library visit.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** It is my understanding that we have a responsibility to inform parents/guardians/caretakers that it is their responsibility, not the Library's, to control use and provide reasonable supervision to their children or charges when visiting/using the library. Staff is directed to intervene when inappropriate or illegal behaviors/actions interfere with or disrupt ~~other's~~ **others'** use of the library and its resources.

**REPORT (COMPLIANT):** ~~It is always difficult for staff to maintain awareness of or judge the level of inappropriate behavior and the necessity for intervention in a very busy and active public library such as ours, however, norms~~ **Norms** and practices in the Library's Code of Conduct have been developed to assist ~~them~~ **staff** in making these decisions. We make the Code of Conduct available in our libraries and on our website.

I can report compliance.

9. **I shall not fail to inform patrons, when appropriate, of this policy, and to provide an open, accessible patron comment process.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** It is my understanding that we must inform patrons of library policies that concern and/or protect their use and rights in the library. As well, we must provide a patron comment process so that patrons have the opportunity to express their concerns to administration and management.

**REPORT (COMPLIANT):** The library uses several means by which to solicit and engage in patron comment including personal interactions with staff, electronic and print comment forms, an open-door process for the public to speak with management or administration, electronic and telephone communications and electronic options on the website. We also have our policies posted on our website and will print them when asked by our public.

I can report compliance.

10. **I shall not fail to take appropriate steps to safeguard the safety of library patrons.**

**EXECUTIVE DIRECTOR'S INTERPRETATION:** I understand that this provision requires me to develop and implement policies and practices to ensure patron safety.

**REPORT (COMPLIANT):** We **strive to** maintain a ~~very~~ high level of patron safety conditions. To confirm our safety standards, key staff (~~manager of safety and security, social worker, facilities, public services, information technology, library manager, etc.~~) along with local law enforcement

## **GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

conduct safety audits of public use areas. We also maintain and use safety/emergency mechanisms such as fire extinguishers and sprinklers, detection and alarm systems, AEDs and surveillance cameras. As well, each library establishes a working relationship with their local law enforcement agencies. The library's Person-In-Charge program trains staff to assist with patron safety be it physical safety, threat or medical.

I can report compliance.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**  
**POLICY TITLE: *TREATMENT OF STAFF***

**POLICY 2.2**

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## MANAGEMENT LIMITATIONS

### Initial Monitoring on **Policy 2.2: *TREATMENT OF STAFF***

I hereby present my monitoring report on your Management Limitations policy 2.2 “Treatment of Staff”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

### BROADEST POLICY PROVISION

**With respect to the treatment of staff and volunteers, the Executive Director shall not cause or allow conditions that are unfair, unsafe, disrespectful or inconsistent with the Jefferson County Personnel Rules, by which the Library abides.**

**EXECUTIVE DIRECTOR INTERPRETATION:** The Board has comprehensively addressed this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, pertaining to staff, I shall not:

**1. Operate without a written personnel manual, which clarifies personnel rules for staff.**

**EXECUTIVE DIRECTOR INTERPRETATION:** The Library must have in place a personnel manual that sets forth the rules and policies regarding employment with the Library.

**REPORT (COMPLIANT):** The Library uses the Jefferson County Personnel Rules for our personnel manual.

I can report compliance.

**2. Fail to provide staff with avenues for non-disruptive, internal expression of opinions.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this policy to mean that staff must know and be allowed to freely express their support, opposition, and concerns with the Library’s policies and practices without fear of reprisal, as long as their dissent is expressed internally, respectfully and in a manner that does not disrupt operations.

**REPORT (COMPLIANT):** New Library staff members are made aware that open and honest communication is encouraged at Jefferson County Public Library during their orientation process, and long-standing staff members are aware of this through administrative and management messaging. Jefferson County Public Library is an Equal Opportunity Employer and ~~strongly disapproves of~~ **does not tolerate** discrimination and harassment. The Library recruits, hires, trains and promotes employees without regard to race, color, religion, sex, national origin, age, disability, sexual orientation or any other status protected by Federal or State law. The Library will not

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

tolerate retaliation for opposing discrimination and harassment. The Library adheres to a formal complaint process, which is available to staff, through Jefferson County Personnel Rules.

I can report compliance.

### 3. Fail to acquaint staff with these Federal, State and County laws and Library policies.

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my responsibility to ensure that all staff is informed of these policies.

**REPORT (COMPLIANT):** These policies are **available** online, **on the staff intranet or** ~~and~~ included in the personnel manual and staff has access to them.

I can report compliance.

### 4. Allow staff to be unprepared to deal with emergency situations.

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this to mean that staff will be informed and trained on emergency policies and practices and appropriate staff will be trained to deal with ~~all~~ emergency situations.

**REPORT (COMPLIANT):** The Library schedules regular Person-In-Charge (PIC) trainings where staff receives additional training for emergency situations. In turn, all libraries have a trained “Person in Charge” (PIC) on duty during hours of operations. ~~The Directors of Public Services~~ **Director-level staff are available to serve** as the Senior PIC where immediate assistance and direction is provided to the location/library PIC, staff and law enforcement. Further, all incidents are reported and evaluated, ~~for revision~~ **to improve future response**. Additional training is provided as needed to prepare staff to respond to specific circumstances.

I can report compliance.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.3**

**POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES***

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## MANAGEMENT LIMITATIONS

**Initial Monitoring on Policy 2.3: *FINANCIAL CONDITION AND ACTIVITIES***

I hereby present my monitoring report on your Management Limitations policy 2.3 “Financial Condition and Activities”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

## BROADEST POLICY PROVISION

**With respect to financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Library Board’s Ends priorities.**

**EXECUTIVE DIRECTOR INTERPRETATION:** The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

Accordingly, I shall not:

**1. Exceed the Library’s total expenditure authorization for operations or capital development.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This requirement prohibits my spending on behalf of the library above the pre-set operations and/or capital development authorizations established by the Library Board and ~~approved~~ **adopted** by the Board of County Commissioners during the budget approval process. If circumstances arise where expenditure above the appropriated level is necessary, I must follow the budget transfer process or the supplemental appropriation process, outlined in the Library’s Budget Expenditure policy or the provisions of 4 below.

**REPORT (COMPLIANT):** The Library’s expenditure is reviewed monthly against the total amount authorized and reported in the financial statement. This report discloses year-to-date and projected expenses to the end of the year and is included in the monthly Board reports for informational and review purposes. It also includes any required requests and processes for budget transfers when circumstances arise that require expenditures above the appropriated amount.

I can report compliance.

**2. Incur debt (with exception of procurement cards, which are to be paid in full when due).**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand that no library debt can be incurred without the approval of the Library Board other than short-term procurement card debt, which must always be paid when due. The Library Board can authorize debt as defined in the “Library Law,” or by entering into long-term capital debt by means of Certificates of Participation.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**REPORT (COMPLIANT):** Monthly financial statements issued by the ~~Library's Director of~~ Finance division demonstrate all outstanding obligations which would show any debt as part of the report. These reports are compiled and reviewed monthly by the Library Board.

I can report compliance.

## 3. Fail to get Library Board approval for:

### A. Use of the Library Fund

**EXECUTIVE DIRECTOR INTERPRETATION:** Accordingly, expenditures that have not been approved by the Board cannot be made in advance.

**REPORT (COMPLIANT):** ~~Annual internal and external audits look for and report any expense not approved. Also, m~~Monthly financial reports ~~from the Director of Finance~~ regularly report compliance with this limitation. ~~and posts r~~Requests ~~to come before~~ the Board when ~~Board its~~ approval is required for an expense change.

I can report compliance.

### B. Use of Fund Balance

**EXECUTIVE DIRECTOR INTERPRETATION:** This limitation requires Board review and approval before any use of fund balance can take place, with the exception of automatic working capital drawdowns until tax collection proceeds are posted to our fund.

**REPORT (COMPLIANT):** All use of reserves (and requests for use of reserves) is shown on budget development plans or financial reports, which are reviewed and approved by the Board.

I can report compliance.

**C. Adding any salaried staff positions. This means that no new standard FTE positions beyond currently authorized positions can be added unless they are recommended by me and approved by the Library Board according to their authority under Colorado Library Law.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that no new salaried positions can be added unless they are recommended by me and approved by the Library Board.

**REPORT (COMPLIANT):** I review and act upon all requests for staffing changes which are reported in my monthly reports and in the annual budgeting process.

I can report compliance.

## 4. Authorize transfers of greater than \$50,000 among line items and categories within the operational fund.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**EXECUTIVE DIRECTOR INTERPRETATION:** Budget transfers less than \$50,000 between expense lines are allowed without board approval but non-emergency transfers greater than \$50,000 require Board authorization. The Executive Director may authorize transfers in excess of \$50,000 when an emergency situation exists and must inform the Board about all emergency transfers as soon as practical.

**REPORT (COMPLIANT):** All budget transfers follow the above guidelines and any ~~significant~~ transfers are reported in the monthly financial statements. ~~Transfers within capital funds are generally limited by the conditions of those funds, not this policy.~~

I can report compliance.

## 5. Fail to settle payroll obligations and payables in a timely manner.

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that we must process all payables in as timely a manner as possible if not in accordance with the vendor's dictates. Payrolls are processed in accordance with county policy.

**REPORT (COMPLIANT):** Payables are processed ~~on a daily basis~~ in a timely manner, normally ~~with warrants written~~ weekly. With regard to payroll, all staff is paid bi-weekly, pay periods end every other Saturday and paydays are every other Friday. There are twenty-six (26) pay periods per year.

I can report compliance.

## 6. Allow payroll or other tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

**EXECUTIVE DIRECTOR INTERPRETATION:** The schedules of tax payments to other government units are strictly observed. The two principal payments are payroll taxes and state and local sales tax payments.

**REPORT (COMPLIANT):** Payroll taxes are paid by the County as part of normal payroll practice and are reflected in our financial statements. Sales tax activity is recorded in the general ledger and the liability is relieved either quarterly or at year end as required by the appropriate jurisdictions.

I can report compliance.

## 7. Expend more on a capital project than the amount previously authorized by the Board.

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that capital project expenditures greater than approved must not occur **without Board approval**. However, small transfers (being no more than 10% of the total cost of the project or \$50,000, whichever is less) between individual project funds may be necessary, as they are completed.



# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**REPORT (COMPLIANT):** ~~Each month, the Director of Finance issues a~~ **Monthly** capital projects reports ~~that~~ shows the comparison between budgeted and actual expense of each project.

I can report compliance.

## 8. Acquire, encumber, lease or dispose of real property.

**EXECUTIVE DIRECTOR INTERPRETATION:** By statute, the Library Board is the only authority empowered to hold and acquire property. This means that all decisions regarding real property and buildings, whether owned or leased, must be reviewed and approved by the Board.

**REPORT (COMPLIANT):** The Library Board holds the authority for acquiring property. ~~As such, the Director of Finance maintains a comprehensive file on our 12 locations and regularly issues updates to that inventory, which are reviewed by me and reported to the Board. The Director of Finance recommends any necessary action to the Board when due.~~ **The Library Board approves all leases, disposals and acquisitions of real property. The Library Board also approves all issues of debt which could encumber real property.**

I can report compliance.

## 9. Accept gifts or grants from sources that are not, in fact and appearance, legal and consistent with the mission and values of the library.

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that the Library (nor I on behalf of the Library), cannot accept any gifts or grants when they appear to be inconsistent with our mission and role.

**REPORT (COMPLIANT):** Through the Agreement between the Library and the Jefferson County Library Foundation, **all most** gifts to the Library are processed through the Foundation. In so doing, we ~~have~~ **require** a level of review and ~~the library~~ retains the right to specify the disposition of any gift.

I can report compliance.

## 10. Fail to pursue material receivables after a reasonable grace period.

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that we must take action to recover material receivables. ~~We have very few material receivables, with the exception of unpaid overdue fines and fees for lost materials.~~ Material receivables are defined as ~~patron~~ accounts with an accumulation of overdue ~~fin~~ **es or fees payable**s in the amount greater than ~~\$25.00~~ **500.00** for over 28 days.

**REPORT (COMPLIANT):** **Payable accounts over \$500.00 and over 60 days overdue are notified and informed of the need to submit payment. Accounts past due over 90 days may be sent to collection. Patrons whose accounts have a balance of outstanding fines and fees in excess of \$10 may no longer check out library materials until the balance falls below \$10. The library uses several methods for notification and recovery of library materials and monies owed and patrons**

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

~~have several options for payment of these fines. The Library may also pursue outstanding fines via a collection agency.~~

I can report compliance.

## **11. Fail to exercise adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that we must have in place a process of checks and balances to maintain accountability both for payments and for inventory control.

**REPORT (COMPLIANT):** All payments by the Library are subject to multiple reviews by staff so that payments are only made for goods and services that the library has decided upon. If there are discrepancies in the paperwork, processing stops until a review can determine the validity of the claim. Inventories of equipment and supplies are carefully evaluated on a regular basis to ensure proper disposition of those assets.

I can report compliance.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**  
**POLICY TITLE: *ASSET PROTECTION***

**POLICY 2.4**

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## MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.4: *ASSET PROTECTION***

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

### **BROADEST POLICY PROVISION**

**The Executive Director shall not allow the Library's assets to be unprotected, inadequately maintained or unnecessarily risked.**

**EXECUTIVE DIRECTOR INTERPRETATION:** The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

- 1. I shall not fail to ensure against theft and casualty losses to at least replacement value, including coverage for Library materials, works of art, mechanical systems, computer equipment and systems, property while in transit, donated items, items not owned by the Library on exhibit/display and all Library facilities, including those buildings not open to the public (Administration, the Library Service Center and Support Services).**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that the library must have in place, a means to ensure against significant loss as expressed in any of the manners above. As well, we must be responsive to the changing value of said items, to changing conditions of risk, and to changes in insurance practices and law.

**REPORT (COMPLIANT):** The library's insurance program is part of the County's Risk Management program and we contribute to the pool of coverages as specified by that Department. Some of those coverages are self-insured within the pool and some are purchased from agencies, as appropriate. The Library can direct our specific requirements. ~~so the Director of Finance~~ **The Library** periodically commissions an independent consulting assessment of our needs and adjusts the county pool coverages as necessary.

I can report compliance.

- 2. I shall not fail to ensure against loss or damage to library facilities by implementing a disaster response plan.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that we must maintain a comprehensive program of disaster response to ensure that the Library facilities are protected from significant loss from natural or man-made disasters.

**REPORT (COMPLIANT):** The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department within the organization during an emergency. This plan insures protection of the library's assets, continuity of operations as well as a rapid

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is ~~reviewed and~~ updated ~~annually~~ **regularly**. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of \$50,000 for the executive director during a disaster.

I can report compliance.

3. **I shall not fail to ensure against loss or damage to library computers, technology equipment and systems by implementing a security and replacement plan.**

**EXECUTIVE DIRECTOR INTERPRETATION:** In order to be compliant on this measure, we must have in place a security and replacement plan to ensure against loss or damage to the library's technological and communication resources and network.

**REPORT (COMPLIANT):** The IT department has addressed this in the Continuity of Operations Plan (COOP).

I can report compliance.

4. **I shall not fail to ensure against liability losses to Library Board members, staff and the Library itself, including directors' and officers' liability and errors and omissions coverage, in an amount equal to or greater than the average for comparable organizations.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This means maintaining a level of protection for Trustees and staff against liability claims while doing the work of the Library.

**REPORT (COMPLIANT):** Errors and Omissions coverage is a standard element in the Risk Management pool and provides protection for the Trustees and staff.

I can report compliance.

5. **I shall not fail to ensure for general comprehensive on the Library's vehicles.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this to mean that we must have complete insurance protection for all vehicle operations.

**REPORT (COMPLIANT):** Complete vehicle operations insurance coverage is in place as part of the county pool and includes comprehensive, collision and liability coverage.

I can report compliance.

6. **I shall not fail to ensure against employee theft and dishonesty, and/or have bonding in place for all employees who handle cash.**

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this to mean that all library employees who handle cash or warrants must ~~be bonded to protect the library from such loss from actions by the bonded employee. The coverage should be all-risk.~~ **pass a sufficient background check prior to employment and that the library will maintain adequate internal controls to prevent or detect fraud.**

**REPORT (COMPLIANT):** All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool. **All library managers and finance staff are responsible for internal controls.**

I can report compliance.

7. **I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal.**

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my understanding that this provision requires an asset management system that provides a high level of accountability and gives us the necessary information so that we can reflect an accurate value for fixed assets in our financial statements, track material controlled assets, dispose of fixed and controlled assets in conformance with CRS 24-90-109 (1) (i), and make good decisions about the use and management of library assets.

**REPORT (COMPLIANT):** The Library's Finance ~~department~~ **division uses the County's procedure to track assets. Asset additions and inventory are reviewed annually with County staff. The Library disposes of assets in accordance with County policy.** ~~has a procedure and process to ensure that all the Library's fixed assets with a value over \$5,000 are inventoried and accounted for with regard to use, accession and de-accession, and disposal.~~ This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

8. **I shall not fail to maintain and utilize guidelines for the acquisition, lending and de-accession of art.**

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my interpretation that the library must maintain art guidelines covering acquisition, de-accession, lending, maintenance and care.

**REPORT (COMPLIANT):** The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition and management. It also addresses conditions of loaning and displaying. The Art Policy is posted on the Library website.

I can report compliance.

9. **I shall not fail to employ risk management practices to minimize exposure of the organization,**

# **GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

**its Board or staff to claims of liability.**

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my interpretation that the library must maintain risk management practices that minimize and / or limit claims of liability against the library itself.

**REPORT (COMPLIANT):** Risk management practices that work to reduce liability are part of the service we receive from County Risk Management. We implement those as directed and appropriate.

I can report compliance.

- 10. I shall not allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I take this to mean that we must have practices in place that guard against staff and board members personally profiting from a procurement decision in which they participated.

**REPORT (COMPLIANT):** The Library's procurement processes have oversight procedures to minimize the possibility of conflict of interest. Our procurement manual reflects this provision and it is posted on the Library's intranet. Also, Jefferson County has as part of the Personnel Rules, a "Conflict of Interest" policy which covers most significant issues of conflict and which is applicable to all library staff. The library's Policy Governance practices ensure this same oversight for board members.

I can report compliance.

- 11. I shall not allow a purchase of \$10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This provision requires that significant procurement decisions be competitive or otherwise made in the best interest of the library. Each such decision must demonstrate, as part of the procurement documents, to have been compliant.

**REPORT (COMPLIANT):** All procurements and purchases conform to this requirement and are documented in the procurement paperwork.

I can report compliance.

- 12. I shall not fail to store and preserve Library records in accordance with a Records Retention schedule and program under the direction of the Jefferson County Records Management department.**

**EXECUTIVE DIRECTOR INTERPRETATION:** The library, as part of its normal practices must carefully preserve its operational history as reflected in its files and records.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**REPORT (COMPLIANT):** The library works with the County's Records Management department to develop retention schedules that are consistent with applicable statute and good business practices.

I can report compliance.

**13. I shall not fail to protect intellectual property, information and files from loss, improper access or significant damage**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that internal documents, files and other operational information must be carefully protected from loss or damage and that access is limited to the terms of public records' statutes and business practices of confidentiality.

**REPORT (COMPLIANT):** Operational materials, records and resources are managed under basic business practices of confidentiality and security using available means to do so including locked files, electronic controls, password protection, document and data destruction, etc. Confidential files are kept under careful limits of access. Statutes define much of this process for us and we maintain an active understanding of applicable law.

I can report compliance.

**14. I shall not receive, process or disburse funds under controls insufficient to meet the County appointed auditor's standards (as set forth in Management Letter and/or other correspondence).**

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices. ~~These standards are typically part of our routine audit reports or new standards from authorities such as GASB or GAAP.~~

**REPORT (COMPLIANT):** Our financial practices are directed by law and County practices and our ~~Director of~~ Finance **division** and staff follows these structures accordingly.

I can report compliance.

**15. I shall not compromise the independence of the financial auditor or the Board's other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisors.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This provision serves to prevent audit contractors from auditing their own work. This is a practice that can diminish the value and the accuracy of audits and other financial reports. I understand that I must make such financial reporting decisions in a way that ensures independent and accurate audits.

**REPORT (COMPLIANT):** The County selects our external auditor; auditors that then proceed to evaluate our financial practices under commonly accepted standards and the terms of their contract.



# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

We have, from time to time, requested County approval for additional auditing services from the auditors, to help us document the value of some of our practices or to provide the Board with additional information. These requests are made and handled to ensure independent and accurate audits and are not in conflict with this policy provision.

I can report compliance.

## 16. I shall not endanger the organization's public image, its credibility, or its ability to accomplish Ends.

**EXECUTIVE DIRECTOR INTERPRETATION:** The Library's public image and credibility are among its most valuable assets. I understand that a significant part of my work is protecting that asset, taking into account all of our fiscal, technical, informational, service and public relations activities.

**REPORT (COMPLIANT):** Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service outputs ~~growth~~, productive partnerships, invitations to participate ~~as players, high-satisfaction approvals~~ and ~~general acceptance~~ **other measures** that we promote and maintain a positive image in the community.

I can report compliance.

## 17. I shall not change the organization's name or substantially alter its identity.

**EXECUTIVE DIRECTOR INTERPRETATION:** The name of this organization is Jefferson County Public Library. In this provision, the Board has determined that identity changes to the name Jefferson County Public Library of any kind must be reviewed and approved by the Board. I further take this to mean that the naming of individual buildings or significant elements of buildings is the Board's prerogative.

**REPORT (COMPLIANT):** We maintain a careful observance of Board-established names and identities, while investigating the value of selective name changes when such changes can enhance the community's understanding and/or support of our role and our work. In all cases the Library adheres to the Board's naming policy.

I can report compliance.



# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**POLICY 2.7**

**POLICY TITLE: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION***

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## *MANAGEMENT LIMITATIONS*

Initial Monitoring on **Policy 2.7: *EMERGENCY EXECUTIVE DIRECTOR SUCCESSION***

I hereby present my monitoring report on your Management Limitations policy 2.7 “Emergency Executive Director Succession”, in accordance with the monitoring schedule set forth in Board policy. I certify that the information contained in this report is true.

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

## **BROADEST POLICY PROVISION**

In order to protect the Board from sudden loss of the Executive Director’s services, the Executive Director shall not fail to ensure that at least two (2) other members of the management team are sufficiently familiar with Board and Executive Director issues and processes to take over with reasonable proficiency as an interim successor.

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that there are at least two ~~senior~~ management team members prepared to act in an interim capacity as Executive Director if I am not available so that library operations may continue until I return to work or a permanent replacement is named.

**REPORT (COMPLIANT):** In response to this provision, the positions of Director of ~~Public Services~~ **Libraries** and Director of ~~Strategy Budget and Finance~~ are empowered and qualified to assist with the day-to-day operations and strategic projects of the library as well as to serve as, and perform the duties and responsibilities of the Executive Director in the absence of the Executive Director. ~~In addition, the library has a policy of designating one of the Public Services Directors to serve as Library “Person in Charge” for any issue that arises at any time.~~

I can report compliance.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**POLICY TYPE: MANAGEMENT LIMITATIONS**  
**POLICY TITLE: *ASSET PROTECTION***

**POLICY 2.4**

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## MANAGEMENT LIMITATIONS

Initial Monitoring on **Policy 2.4: *ASSET PROTECTION***

Signed: \_\_\_\_\_, Executive Director

Date: February 21, 2019

### **BROADEST POLICY PROVISION**

**The Executive Director shall not allow the Library's assets to be unprotected, inadequately maintained or unnecessarily risked.**

**EXECUTIVE DIRECTOR INTERPRETATION:** The Board has comprehensively interpreted this policy in the provisions below. My interpretations and reporting data are appended below.

- 1. I shall not fail to ensure against theft and casualty losses to at least replacement value, including coverage for Library materials, works of art, mechanical systems, computer equipment and systems, property while in transit, donated items, items not owned by the Library on exhibit/display and all Library facilities, including those buildings not open to the public (Administration, the Library Service Center and Support Services).**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that the library must have in place, a means to ensure against significant loss as expressed in any of the manners above. As well, we must be responsive to the changing value of said items, to changing conditions of risk, and to changes in insurance practices and law.

**REPORT (COMPLIANT):** The library's insurance program is part of the County's Risk Management program and we contribute to the pool of coverages as specified by that Department. Some of those coverages are self-insured within the pool and some are purchased from agencies, as appropriate. The Library can direct our specific requirements. ~~so the Director of Finance~~ **The Library** periodically commissions an independent consulting assessment of our needs and adjusts the county pool coverages as necessary.

I can report compliance.

- 2. I shall not fail to ensure against loss or damage to library facilities by implementing a disaster response plan.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that we must maintain a comprehensive program of disaster response to ensure that the Library facilities are protected from significant loss from natural or man-made disasters.

**REPORT (COMPLIANT):** The Library has a Continuity of Operations (COOP) plan in place that identifies goals and objectives during emergency situations and clearly defines the roles and responsibilities of each director and each department within the organization during an emergency.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

This plan insures protection of the library's assets, continuity of operations as well as a rapid response and recovery. The plan identifies resources and establishes back-up systems required to maintain internal and external communications, business functions and library operations. The Continuity of Operations Plan (COOP) is ~~reviewed and~~ updated ~~annually~~ ~~regularly~~ **as personnel changes require but no less than annually**. Additionally, the Library is part of the County's Emergency Operations Center's plan.

This provision has one associated implication in Monitoring report 2.3 that establishes emergency spending limits in excess of \$50,000 for the executive director during a disaster.

I can report compliance.

- 3. I shall not fail to ensure against loss or damage to library computers, technology equipment and systems by implementing a security and replacement plan.**

**EXECUTIVE DIRECTOR INTERPRETATION:** In order to be compliant on this measure, we must have in place a security and replacement plan to ensure against loss or damage to the library's technological and communication resources and network.

**REPORT (COMPLIANT):** The IT department has addressed this in the Continuity of Operations Plan (COOP).

I can report compliance.

- 4. I shall not fail to ensure against liability losses to Library Board members, staff and the Library itself, including directors' and officers' liability and errors and omissions coverage, in an amount equal to or greater than the average for comparable organizations.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This means maintaining a level of protection for Trustees and staff against liability claims while doing the work of the Library.

**REPORT (COMPLIANT):** Errors and Omissions coverage is a standard element in the Risk Management pool and provides protection for the Trustees and staff.

I can report compliance.

- 5. I shall not fail to ensure for general comprehensive on the Library's vehicles.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this to mean that we must have complete insurance protection for all vehicle operations.

**REPORT (COMPLIANT):** Complete vehicle operations insurance coverage is in place as part of the county pool and includes comprehensive, collision and liability coverage.

I can report compliance.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

6. I shall not fail to ensure against employee theft and dishonesty, ~~and/or have bonding in place for all employees who handle cash.~~

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this to mean that all library employees who handle cash or warrants must ~~be bonded to protect the library from such loss from actions by the bonded employee. The coverage should be all-risk.~~ **pass a sufficient background check prior to employment and that the library will maintain adequate internal controls to prevent or detect fraud.**

**REPORT (COMPLIANT):** All employees who handle significant amounts of cash or warrants are covered under the County's crime policy which the Library participates in as part of the Risk Management pool. **All library managers and finance staff are responsible for internal controls.**

I can report compliance.

6. I shall not fail to maintain a system for the management of fixed and controlled assets that provides sufficient information for preparation of financial statements, ensures proper use, and provides for their maintenance, replacement and disposal.

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my understanding that this provision requires an asset management system that provides a high level of accountability and gives us the necessary information so that we can reflect an accurate value for fixed assets in our financial statements, track material controlled assets, dispose of fixed and controlled assets in conformance with CRS 24-90-109 (1) (i), and make good decisions about the use and management of library assets.

**REPORT (COMPLIANT):** The Library's Finance ~~department~~ **division uses the County's procedure to track assets. Asset additions and inventory are reviewed annually with County staff. The Library disposes of assets in accordance with County policy.** ~~has a procedure and process to ensure that all the Library's fixed assets with a value over \$5,000 are inventoried and accounted for with regard to use, accession and de-accession, and disposal.~~ This requirement is covered under our asset management policy, Jefferson County asset valuation and inventory control practices, and CRS 24-90-109 (1) (i).

I can report compliance.

7. I shall not fail to maintain and utilize guidelines for the acquisition, lending and de-accession of art.

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my interpretation that the library must maintain art guidelines covering acquisition, de-accession, lending, maintenance and care.

**REPORT (COMPLIANT):** The library's art policy recognizes the special nature of the library's art collection. It provides for acquisition and management. It also addresses conditions of loaning and displaying. The Art Policy is posted on the Library website.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

I can report compliance.

8. **I shall not fail to employ risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.**

**EXECUTIVE DIRECTOR INTERPRETATION:** It is my interpretation that the library must maintain risk management practices that minimize and / or limit claims of liability against the library itself.

**REPORT (COMPLIANT):** Risk management practices that work to reduce liability are part of the service we receive from County Risk Management. We implement those as directed and appropriate.

I can report compliance.

9. **I shall not allow any purchase wherein normally prudent protection has not been given against conflict of interest.**

**EXECUTIVE DIRECTOR INTERPRETATION:** I take this to mean that we must have practices in place that guard against staff and board members personally profiting from a procurement decision in which they participated.

**REPORT (COMPLIANT):** The Library's procurement processes have oversight procedures to minimize the possibility of conflict of interest. Our procurement manual reflects this provision and it is posted on the Library's intranet. Also, Jefferson County has as part of the Personnel Rules, a "Conflict of Interest" policy which covers most significant issues of conflict and which is applicable to all library staff. The library's Policy Governance practices ensure this same oversight for board members.

I can report compliance.

10. **I shall not allow a purchase of \$10,000 or more without using either a negotiated procurement or a competitive bid process, whichever best serves the interests of the Library.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This provision requires that significant procurement decisions be competitive or otherwise made in the best interest of the library. Each such decision must demonstrate, as part of the procurement documents, to have been compliant.

**REPORT (COMPLIANT):** All procurements and purchases conform to this requirement and are documented in the procurement paperwork.

I can report compliance.

11. **I shall not fail to store and preserve Library records in accordance with a Records Retention schedule and program under the direction of the Jefferson County Records Management department.**

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**EXECUTIVE DIRECTOR INTERPRETATION:** The library, as part of its normal practices must carefully preserve its operational history as reflected in its files and records.

**REPORT (COMPLIANT):** The library works with the County's Records Management department to develop retention schedules that are consistent with applicable statute and good business practices.

I can report compliance.

## **12. I shall not fail to protect intellectual property, information and files from loss, improper access or significant damage**

**EXECUTIVE DIRECTOR INTERPRETATION:** I understand this provision to mean that internal documents, files and other operational information must be carefully protected from loss or damage and that access is limited to the terms of public records' statutes and business practices of confidentiality.

**REPORT (COMPLIANT):** Operational materials, records and resources are managed under basic business practices of confidentiality and security using available means to do so including locked files, electronic controls, password protection, document and data destruction, etc. Confidential files are kept under careful limits of access. Statutes define much of this process for us and we maintain an active understanding of applicable law.

I can report compliance.

## **13. I shall not receive, process or disburse funds under controls insufficient to meet the County appointed auditor's standards (as set forth in Management Letter and/or other correspondence).**

**EXECUTIVE DIRECTOR INTERPRETATION:** This means that our financial controls and practices must be conducted in a manner consistent with applicable standards of accountability as required by law and County practices. ~~These standards are typically part of our routine audit reports or new standards from authorities such as GASB or GAAP.~~

**REPORT (COMPLIANT):** Our financial practices are directed by law and County practices and our ~~Director of~~ Finance **division** and staff follows these structures accordingly.

I can report compliance.

## **14. I shall not compromise the independence of the financial auditor or the Board's other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisors.**

**EXECUTIVE DIRECTOR INTERPRETATION:** This provision serves to prevent audit contractors from auditing their own work. This is a practice that can diminish the value and the accuracy of audits and other financial reports. I understand that I must make such financial reporting decisions in a way that ensures independent and accurate audits.

# GOVERNING POLICY OF THE JEFFERSON COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

**REPORT (COMPLIANT):** The County selects our external auditor; auditors that then proceed to evaluate our financial practices under commonly accepted standards and the terms of their contract. We have, from time to time, requested County approval for additional auditing services from the auditors, to help us document the value of some of our practices or to provide the Board with additional information. These requests are made and handled to ensure independent and accurate audits and are not in conflict with this policy provision.

I can report compliance.

## 15. I shall not endanger the organization's public image, its credibility, or its ability to accomplish Ends.

**EXECUTIVE DIRECTOR INTERPRETATION:** The Library's public image and credibility are among its most valuable assets. I understand that a significant part of my work is protecting that asset, taking into account all of our fiscal, technical, informational, service and public relations activities.

**REPORT (COMPLIANT):** Much thoughtful work goes into our processes of service and support for the goals the community sets for itself. We can point to service outputs ~~growth~~, productive partnerships, invitations to participate ~~as players, high-satisfaction approvals~~ and ~~general acceptance~~ **other measures** that we promote and maintain a positive image in the community.

I can report compliance.

## 16. I shall not change the organization's name or substantially alter its identity.

**EXECUTIVE DIRECTOR INTERPRETATION:** The name of this organization is Jefferson County Public Library. In this provision, the Board has determined that identity changes to the name Jefferson County Public Library of any kind must be reviewed and approved by the Board. I further take this to mean that the naming of individual buildings or significant elements of buildings is the Board's prerogative.

**REPORT (COMPLIANT):** We maintain a careful observance of Board-established names and identities, while investigating the value of selective name changes when such changes can enhance the community's understanding and/or support of our role and our work. In all cases the Library adheres to the Board's naming policy.

I can report compliance.

**ADMINISTRATION**

10200 W. 20th Ave.  
Lakewood, CO 80215  
303.235.5275

**[jeffcolibrary.org](http://jeffcolibrary.org)**



Jefferson County

**PUBLIC LIBRARY**